



Council Plan

2021-31

Volume 2 / Year Three



City of Port Phillip

Council Plan 2021-31

Volume 2

The Council Plan is divided across three volumes:

Volume One introduces the Plan, including background information, development approach and details on the inputs that informed the Plan. Importantly, it outlines the vision our community has for our City over the 10-year period and presents our strategic directions (including the services provided and performance indicators for each), an overview of our financial strategy and a list of proposed capital works projects by neighbourhood.

Volume Two contains the detailed financial information for the Plan, including our 10-year Financial Plan. It includes information on our financial strategy, financial position, risks and sustainability. It also contains asset management information including Council's Asset Management Framework, a detailed asset plan, and detailed financial information about our services provided in each strategic direction.

Volume Three provides information on the 28 services we provide to our community.

Acknowledgement

Council respectfully acknowledges the Traditional Owners of this land, the people of the Kulin Nation. We pay our respect to their Elders, past and present. We acknowledge and uphold their continuing relationship to this land.



Contents

Contents

CONTENTS	3
CONTENTS	3
OUR FINANCIAL STRATEGY	6
ADDRESSING OUR FINANCIAL CHALLENGES	6
<i>Strategic Lever 1: Delivering efficiency and cost savings</i>	7
<i>Strategic Lever 2: Appropriate use of borrowings and reserves</i>	8
<i>Strategic Lever 3: Careful management and prioritisation of expenditure</i>	8
<i>Strategic Lever 4: Setting fair and appropriate user charges</i>	9
RATES ASSISTANCE	10
FINANCIAL RISKS	11
MONITORING OUR FINANCIAL SUSTAINABILITY	14
OUR 10-YEAR FINANCIAL PLAN	15
OVERVIEW AND CONTEXT	15
KEY OUTCOMES OF THE FINANCIAL PLAN:	15
<i>Identifying the impact of rate capping</i>	15
<i>Financial challenge (Rate capping)</i>	16
<i>Rates cap consistent with the ESC methodology</i>	17
<i>Growth in Port Phillip</i>	17
<i>Climate change and renewing community assets</i>	17
<i>Impacts of Victorian and Australian Government legislation and policy</i>	18
FINANCIAL OUTCOMES	20
<i>Cash surplus/deficit</i>	20
<i>Borrowings</i>	20
<i>Working capital</i>	20
<i>Infrastructure renewal gap</i>	20
<i>Financial sustainability</i>	21
FINANCIAL PRINCIPLES.....	23
REVENUE AND RATING STRATEGY.....	26
<i>Rating Strategy 2022-25</i>	26
<i>Non-rate revenue strategy</i>	27
<i>Our borrowings strategy</i>	28
<i>Our asset management approach</i>	28
FINANCIAL RESOURCE PLANNING ASSUMPTIONS AND RISKS	29
<i>Financial assumptions</i>	29
<i>Financial risks</i>	32
<i>Planning for growth</i>	32
<i>Non-financial resources</i>	33
COUNCIL’S ASSET MANAGEMENT FRAMEWORK	35
ASSET MANAGEMENT APPROACH	35
STATE OF OUR ASSETS	37
ASSET MANAGEMENT CONTINUOUS IMPROVEMENT	44
ASSET MANAGEMENT PLANS	45
<i>Asset Plan by Portfolio</i>	47



BUDGET FINANCIAL OVERVIEW	49
OPERATING RESULT	49
OPERATING REVENUE	49
OPERATING EXPENDITURE	50
RATES PERCENTAGE INCREASE.....	51
UNDERLYING RESULT	51
CAPITAL EXPENDITURE.....	52
INFRASTRUCTURE RENEWAL GAP	53
COUNCIL STAFF.....	54
RATES EXPENDITURE ALLOCATION.....	55
DELIVERING ON OUR STRATEGIC DIRECTIONS	56
FOUR-YEAR BUDGET AT A GLANCE	56
SERVICES.....	57
<i>Inclusive Port Phillip</i>	57
<i>Liveable Port Phillip</i>	60
<i>Sustainable Port Phillip</i>	63
<i>Vibrant Port Phillip</i>	64
<i>Well Governed Port Phillip</i>	66
FINANCIAL STATEMENTS	71
COMPREHENSIVE INCOME STATEMENT.....	71
<i>Budget 2023/24 Notes:</i>	72
INCOME STATEMENT CONVERTED TO CASH.....	73
<i>Budget 2023/24 Notes:</i>	73
BALANCE SHEET.....	74
STATEMENT OF CHANGES IN EQUITY.....	75
STATEMENT OF CASH FLOWS	77
STATEMENT OF CAPITAL WORKS	78
SCHEDULE OF RESERVE MOVEMENTS	80
STATEMENT OF HUMAN RESOURCES.....	83
OPERATING GRANTS	88
CAPITAL GRANTS	89
STATEMENT OF BORROWINGS.....	90
COUNCIL PROPERTY LEASES	90
10 YEAR PORTFOLIO PROGRAM.....	91
BUDGET 2023/24 CAPITAL WORKS PROGRAM	91
SUMMARY OF CAPITAL WORKS EXPENDITURE 2024-27	99
2023-33 CAPITAL PROJECTS	102
<i>Inclusive Port Phillip</i>	102
<i>Liveable Port Phillip</i>	103
<i>Sustainable Port Phillip</i>	105
<i>Vibrant Port Phillip</i>	106
<i>Well Governed Port Phillip</i>	107
2023-27 OPERATING PROJECTS.....	108
<i>Inclusive Port Phillip</i>	108
<i>Liveable Port Phillip</i>	108
<i>Sustainable Port Phillip</i>	109
<i>Vibrant Port Phillip</i>	109
<i>Well Governed Port Phillip</i>	109



RATES AND CHARGES.....	110
RATING CONTEXT	110
CURRENT YEAR RATES AND CHARGES	111
RATES AND CHARGES	112
<i>Rating structure</i>	112
<i>Rates in 2023/24</i>	113
<i>Declaration of rates and charges 2023/24</i>	113
<i>Significant changes that may affect the estimated amounts to be raised by rates and charges</i>	117
<i>Fair Go Rates System Compliance</i>	118
<i>Differential Rates</i>	118
FEES AND CHARGES	123
ENSURING WE RECOVER COSTS THROUGH FAIR AND APPROPRIATE USER CHARGES	123
INCLUSIVE PORT PHILLIP	124
LIVEABLE PORT PHILLIP	130
SUSTAINABLE PORT PHILLIP.....	169
VIBRANT PORT PHILLIP.....	171
WELL GOVERNED.....	186
MEASURING PERFORMANCE	193
TARGETED PERFORMANCE INDICATORS - SERVICE.....	193
TARGETED PERFORMANCE INDICATORS – FINANCIAL.....	195
FINANCIAL PERFORMANCE INDICATORS.....	196
SUSTAINABLE CAPACITY INDICATORS	198
GLOSSARY.....	199



Please consider the environment before printing.



Our Financial Strategy

Our financial strategy provides clear direction on the allocation, management and use of financial resources. It aims to ensure that Council stays financially sustainable while maintaining assets and services, responding to growth, and delivering on our priorities.

The financial strategy is embedded in our 10-year Financial Plan and throughout this Plan. It sets the parameters within which Council agrees to operate to maintain acceptable financial outcomes over the short, medium and long term.

Addressing our financial challenges

Over the next 10 years we will face many challenges that require strong financial leadership and solutions to overcome them. Many of the long-term challenges identified in previous Council Plans are still critical and relevant for this Council Plan, however changing economic conditions including high inflation and global economic uncertainty has created new challenges for Council.

There are eight key long-term challenges outlined in Volume One that must be addressed to achieve our community's vision for Port Phillip. This includes addressing the economic, social and health disadvantage experienced by some in our community. Responding to the needs of a diverse group of customers and ensuring that in shifting towards greater use of technology we are not inadvertently exacerbating the digital divide is also important. Climate change is a continuing challenge that requires investment in our assets, changing how we deliver our services and working with our community and partners. The long-term impacts associated with COVID-19 continue to affect many in the City of Port Phillip and the operations and finances of Council were not immune. A significant challenge over the next decade will be continuing to help our community not only recover but rebuild and become more resilient to future economic shocks.

Pre-COVID, projected population growth between 2020 and 2041 was a 50 per cent increase in those calling Port Phillip home. Given the events of 2020 and pandemic, we expect this rise may be steadier, however it will still be important to plan for this growth, given increased demands for everything from access to open space to community services. We must also continue to undertake planning for transport, parking and mobility. While patterns have changed due to COVID-19, there is no doubt that transport, parking and mobility are among the most critical issues for our community. More household waste is being generated in our City, which means extra costs to Council and the growing importance to divert more waste from landfill. Service costs are expected to increase significantly over the next few years, and we will also be required to implement access to a four-stream waste services by 2030.

When responding to these challenges and continuing to deliver the services our community value, we need to keep rates affordable (as measured by the rates cap) despite pressure on other revenue sources and key service and construction costs growing faster than the rates cap. It is also essential that we increase investment to address growth, ageing assets and climate change. Without action, the Financial Plan forecasts a cumulative \$76 million funding gap.

We closely monitor the affordability of services and recognise ongoing community concerns about the financial impost of rates and the cost of other essential services. In view of this, we are not planning to apply for a rate increase above the rates cap over the life of the Financial Plan.

We plan to balance the budget, manage the impact of rates capping and transform our City by adjusting the following strategic levers.

Strategic Lever 1: Delivering efficiency and cost savings

The community's expectation for better value in Council service delivery has been reflected in Council's decision-making. Council has recently launched several initiatives to ensure that its services are delivered in the most efficient and effective manner possible. These initiatives include a one-off Councillor led Cost Review Program, the ongoing successful drive for efficiency savings, resulting in operational savings of \$2.1 million (\$1.1 million ongoing and \$1 million one-off in the portfolio) adding to the \$3.8 million of permanent savings delivered since Budget 2021/22 and \$12.6 million delivered over the four budgets of the previous Council. Cumulative savings since the introduction of rates capping in 2016/17 are more than \$91 million. These initiatives have been supported by improved capability in Council planning, process improvement and project management.

Over the life of the Financial Plan, we will target efficiency savings equivalent to one per cent (approximately \$1.8 million) of operating expenditure (less depreciation) per annum. Cumulative savings are expected to be \$76 million over the 10-year period. Key initiatives to deliver these savings include an ongoing service review program to better define service requirements and target support, a commitment to better-practice procurement and asset management, the sale of surplus properties and investment in business process and system improvement.

We are investing in replacing our outdated technology to ensure our services still are relevant, convenient and responsive to our community, while maintaining our face-to-face service delivery. We expect to see a more efficient organisation that addresses the issues associated with ageing legacy systems (limited integration, system inflexibility to cater for fast-changing business needs, data quality and duplication issues). The efficiency and financial benefits will outweigh the initial investment, which has been embedded into the 10-year period.



Strategic Lever 2: Appropriate use of borrowings and reserves

We will consider borrowings for property acquisitions, large capital works or operating projects that provide intergenerational community benefit, and initiatives that deliver sufficient revenue streams (including financial savings) to service the debt. Borrowings will not be used to fund ongoing operations. We have no current debts outstanding (noting, some finance lease liabilities). Borrowing will be reviewed annually as part of the budget process and as needed for significant projects.

We maintain general reserves at levels sufficient to ensure operational liquidity and for contingencies. Reserves may be built up over time to part-fund large capital works or appropriate operating projects where this is considered more efficient than the use of debt. The Financial Plan includes using general reserves as an internal source of borrowing for projects that will benefit future generations or projects that pay for themselves over the long-term, such as the energy efficient street lighting upgrade on major roads.

The Plan allocates five per cent of Fishermans Bend derived rates to the Municipal Growth Fund to be invested in Fishermans Bend. Due to risk of funding shortfalls for the development of Fishermans Ben, additional provision of \$9 million will be set aside in the Municipal Growth Fund over the 10 years.

We will continue to use open space contributions for investment in parks and foreshore open space assets. This will include strategic property acquisitions for additional open space.

The Financial Plan also includes a progressive repayment of the works at St Kilda Marina using the St Kilda Marina and Foreshore Reserve. This will be funded from significantly increased rental returns following the successful leasing process, to ensure funds are available to maintain the foreshore precinct over the long term. This arrangement is like the Palais Theatre Reserve implemented in the previous Council Plan.

Over the next four years we are forecasting a net drawdown of \$49 million from reserves (excluding project deferrals).

Strategic Lever 3: Careful management and prioritisation of expenditure

We undertake a rigorous and robust budget setting process each year, including a line-by-line review of operating budgets and proposed projects to ensure alignment with strategic priorities and best value. Performance is monitored closely throughout the year with forecasts updated monthly.

In addition to disciplined budget setting and expenditure monitoring, the Financial Plan strategy provides \$5.3 million per annum for operating projects including cloud-based technology that will be recognised as operating expenditure. Some years may be higher where benefits justify increased investments.

Our focus on improved asset management sees investment prioritised on assets most in need of intervention rather than those in relatively good condition. This means there will be an increase in spending on buildings and drainage over the 10-year period of the Plan, partially offset by reducing road and footpath renewal budgets.

Strategic Lever 4: Setting fair and appropriate user charges

The annual budget process includes a thorough review of user charges to ensure they remain affordable, fair and appropriate. We believe that those who directly benefit from, or cause expenditure should make an appropriate contribution to the service, balanced by the capacity of people to pay.

Budget 2023/24 includes Waste Charges separated from the General Rates which aligns with the user-pays principle for private benefits/direct waste services such as kerbside collection, communal waste services, hard waste and Resource Recovery Centre operations. A tiered pricing structure is used to recognise the convenience of kerbside collection service compared to communal hubs. Pricing for bin sizes and rebates will be set to ensure a fairer outcome.

Despite the high inflation forecast of 4.5%, most fees increased by 3.75 per cent in Budget 2023/24. Benchmarking with surrounding municipalities and relevant industries is performed annually, which resulted in no increase to the gallery hire fee to encourage use. Where possible, we aim for service cost recovery, such as childcare fees increasing by 4.6 per cent (rounding), to recover as much of the direct cost of the service as possible while ensuring compliance with National Competition Policy. We also balance the public versus private benefits in our decision-making.

The Financial Plan assumes high-level planning for future increases linking Council user charges to the rates cap plus 0.25 percentage points from 2024/24. The application and impact of this policy setting will be reviewed annually to ensure affordability and fairness.



Rates assistance

We recognise the impact municipal rates and other charges have on financially disadvantaged groups in our community. In addition to our commitment to keeping rates affordable, we offer assistance packages including:

- A one-off rebate on general rates set at 3.5 per cent funded from favourable 2022/23 budgetary items including parking income and investment income will be provided in 2023/24 in recognition of the cost-of-living pressures that our community are facing.
- A Council-funded pensioner rebate (maximum) of \$210 in 2023/24 increasing by 5%. The City of Port Phillip is one of very few councils offering this scheme.
- An option for self-funded retirees to defer their rates indefinitely at half the official penalty interest rate set by the Victorian Government (five per cent for the 2022/23 financial year).
- One-off waiver of a maximum of \$750 on application to the Chief Financial Officer in cases of extreme financial hardship.
- Providing a 50 per cent waiver of the general rate for housing accommodation that provides reduced rentals for older persons of limited means.
- Support for residents and ratepayers experiencing hardship through rate deferrals and payment arrangements.



Financial risks

The Financial Plan achieves financial sustainability over the next 10 years. However, Council faces several financial risks that could impact short-term financial performance and financial sustainability over the longer-term, such as:

Risk	Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Fishermans Bend funding gap	Almost Certain	Extreme	Catastrophic	Officers actively involved in the funding plan. Council will only be the development authority at an individual project basis where the project funding risk to Council is considered immaterial. Reserve increase by \$7.5m to \$15m	Medium
Windfall Gains Tax (Re-Zoning)	Possible	Moderate	Low	Fishermans Bend rezoned prior to introduction of Windfall Gains Tax (depot sites). Council only impacted where Council owned land across municipality is rezoned. Not many parcels have potential to be rezoned.	Low
Waste sector disruptions and changes to EPA landfill levies	Possible	Major	High	Council introduced a separate waste charge as part of the 2022 rating strategy review informed by the Don't Waste it! Waste Management Strategy. That said, Council will continue to monitor our waste cost to ensure the waste charge remains affordability.	Low

Risk	Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Site contamination on Council land (owned and managed)	Almost Certain	Major	High	Council endorsed Site Contamination Management Policy. Proactive assessment of land over which Council has management or control will inform planning of works and assist in the prevention of major financial impacts.	Medium
Rates cap lower than CPI	Possible	Major	High	A 0.1% lower than the CPI = \$130,000 p.a. A 1% reduction in the first year (2022/23) will reduce rates income by \$15m over the life of the 10-Year Financial Plan. Our financial strategy will be reviewed, and financial levers adjusted to ensure financially sustainable.	Medium
Lower property development growth than projected	Possible	Major	High	Our financial strategy will be reviewed, and financial levers adjusted to ensure we are financially sustainable.	Medium
Construction Costs due to high levels of construction works	Likely	Moderate	Medium	The Federal and Victorian Governments are heavily investing in local infrastructure in the short to medium terms likely to impact on construction costs. Officers are factoring the additional costs in developing budgets.	Medium
Future unfunded defined benefits superannuation call occurring	Unlikely	Moderate	Medium	Superannuation Board monitors the Vested Benefits index on a quarterly basis to avoid material shortfall calls. Some cash reserves can be drawn down in the short-term and replenished over the long-term.	Medium



Risk	Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Workcover Scheme wind up and residual liabilities	Likely	Moderate	Medium	Officers are in contact with MAV on the status of the Workcover Scheme. Council has some reserve that can be used to cover short-term calls.	Low
Building Act changes and MBS transfer of responsibility	Possible	Moderate	Medium	Officers alongside with M9 are advocating against this.	Low
Enterprise Agreement Negotiations	Possible	Major	Medium	Risk that future Enterprise Agreements are above rate cap.	Medium
Resource Centre Upgrade or Relocation	Likely	Major	High	Officers are developing options which will be considered as part of the draft budget process.	Medium
Kindergarten Reforms	Almost Certain	Moderate	Low	Officers will continue to monitor, evaluate and report to Council on the performance of both Council managed and community managed centres and the impacts of these reforms including the planned responses. Noting also the ongoing impact of staff shortages	Low
Legal Liabilities with Associated Financial Risk	Possible	Major	Medium	Council is managing a number of contractual disputes for defective construction works and debtor recovery. Each claim is being managed carefully for both reputation and financial risk.	Medium



Risk	Probability	Consequence	Risk Rating	Mitigation	Residual Risk
Aged Care Reforms	Almost certain	Moderate	Medium	The Commonwealth government is undertaking aged care reform. Whilst some reforms have already affected residential care, for in-home care the future state is uncertain. Changes will require long-term service planning, community consultation & engagement and Council direction.	Medium

Notwithstanding these risks, our sound financial position with low levels of borrowing and healthy reserves balance provides us capacity to respond to these financial risks if they arise in the 10-year period. If necessary, we can also apply to the Essential Services Commission (ESC) for an above rates cap increase.

Given the increased short-term economic uncertainty, the Budget 2023/24 cash surplus of \$1.04 million is greater than our long-term target of \$0.5 million.

Monitoring our financial sustainability

We use the Victorian Auditor General’s (VAGO) financial sustainability indicators to monitor our financial sustainability. Our financial strategy is designed to ensure an overall low risk rating over the period of the Plan unless we can show it is prudent not to (for example, one-off abnormal transactions that do not have an enduring impact). We are forecasting that we will achieve an overall risk rating of 'Low' throughout the 10-year period.



Our 10-year Financial Plan

Overview and context

Financial sustainability is a key objective for Council, as a sound financial base is needed to continue to deliver valued services to the community and look after our \$3.6 billion worth of community assets. The 10-Year Financial Plan supports Council achieving financial sustainability, particularly in the face of the significant challenge posed by rates capping. The Financial Plan also provides the context within which we formulate the Council Plan, including our Long-term Plan and Budget and enables us to plan for the financial impacts of growth.

The Financial Plan shows the long-term financial implications of Council's revenue and expenditure projections. It is prepared and revised annually to reflect our changing operating environment, including considering information gathered internally and the significant external factors that impact on Council at any point.

Key outcomes of the Financial Plan:

Identifying the impact of rate capping

We recognise community concern about the affordability of Council services, with rates and other essential services forming an increasing share of average household expenditure. The community's expectation for better value in service delivery has been reflected in our decision-making. We continue to implement initiatives to ensure our services are delivered in the most efficient and effective manner possible. This includes a successful drive for efficiency savings. Permanent operational savings of \$1.1 million for Budget 2023/24 have been identified in addition to \$1 million of one-off portfolio savings. This builds onto the \$3.8 million ongoing savings identified since Budget 2021/22.

The Victorian Government has responded to community affordability concerns by capping rate increases from 2016/17. This Plan shows the significant impact that rate capping will have on our financial position and the use of financial levers to ensure financial sustainability.



The rates cap in 2023/24 is 3.5 per cent (despite the Department of Treasury and Finance projecting inflation at 4.0%), but beyond 2023/24 is still highly uncertain. The ESC recommended the rates cap be set at a level that reflects movements in the Consumer Price Index (CPI), however this year the rates cap was set lower than inflation.

The Financial Plan assumes a rates cap based on inflation. The impact of rate capping is quantified as an accumulated challenge of \$76 million over 10 years. This is a major challenge for us (and the sector as a whole) that will require fundamental changes to the way we operate. Our approach to managing this challenge is outlined below.

Financial challenge (Rate capping)

Initiatives to improve our efficiency and effectiveness will position us favourably to manage this challenge. However, the medium to long-term size of rate capping will require fundamental review of the sustainability of our operations.

A 'business as usual' approach will not be sufficient to meet the rate capping challenge. We will need to consider:

- opportunities to further reduce our cost base without affecting service levels (such as efficiencies identified through process, procurement, and project planning and delivery improvements).
- ensuring that user fees and charges reflect the benefit that individual community members receive (that is, rates funding is not unreasonably subsidising services that provide private benefit).
- service delivery options, including changes to the way services are targeted and delivered and consideration of service level reductions in areas of lower strategic priority.
- applying to the ESC for rate increases above CPI, where those increases are justifiable to the community.
- a prudent and fiscally responsible approach towards the use of new debt for strategic property acquisitions, funding community capital works or operating projects that will provide intergenerational community benefit, and initiatives that deliver revenue streams to repay debt.
- using reserves where right to invest in one-off new or improved assets where this is considered more efficient than debt.



Other aspects of the Financial Plan, such as expenditure and other revenue, are currently based on business-as-usual planning. See the Financial Statements section for details.

Rates cap consistent with the ESC methodology

	2022/23	2023/24	2024/25	2025/26		2032/33
Rate increase	3.50%	2.60%	2.50%	2.50%		2.40%
Accumulated rate capping challenge (\$million)	(\$0.0)	(\$0.0)	(\$1.9)	(\$5.3)		(\$75.6)

Growth in Port Phillip

We are continuing to invest in planning for growth in the municipality, including Fishermans Bend, to ensure that service outcomes meet the expectations of current and future generations.

We are working closely with the Victorian Government to deliver a package of work in the Montague Precinct of Fishermans Bend, where development is occurring first. This plan includes financial outcomes from works agreed with the Victorian Government and known proposals only.

The Victorian Government is currently preparing an Infrastructure/Development Contributions Plan for Fishermans Bend that will outline future investment needs and funding sources. Due to the uncertainty of the future investment profile, no further investment has been incorporated in this plan, beyond the immediate proposal for the Montague Precinct. We will update our financial planning for Fishermans Bend as new information becomes available.

Population growth in our City will drive an increase in urban density. Our road network for cars, which is at capacity and cannot be increased, will see increased congestion as our population grows.

Climate change and renewing community assets

We own and control a wide range of assets from land and buildings to roads, drains, footpaths and open space. The written down value of our fixed assets is \$3.6 billion and is largely the product of investment by prior generations of residents. Consistent with the trend across the local government sector, we are facing escalating costs to maintain and renew our ageing asset base.



Much of the City is only one to three metres above sea level and therefore vulnerable to the impacts of climate change. Flooding of coastal properties and public amenities, storm damage to infrastructure and beach erosion are examples of climate change impacts. To mitigate this, upgrades and renewal of assets will need to be designed and built to suit.

This means additional costs. This Plan reflects increasing renewals expenditure due to an expanding asset base, and cost escalation for delivering renewals and mitigating against the impacts of climate change.

A major focus is continued improvements to our asset planning and management capability. Insufficient investment in asset renewal will result in assets deteriorating much faster than necessary, adding costs in the long run and potentially compromising service levels.

Our City needs to be environmentally sustainable and to minimise our waste output. We are already experiencing the impacts of climate change, and we can expect increased flooding of coastal properties and public amenities, storm damage to infrastructure, beach erosion, decreased water quality and security of water supply, reduced summer outdoor activities and hotter urban spaces.

Changing environmental conditions may challenge some members of our community to stay healthy and safe, and this will have an impact on Council services. We will invest to ensure a sustainable future for our City by creating a City that is greener, cooler and more liveable; a City with lower carbon emissions, a City that is adapting and resilient to climate change; a City that is water sensitive with a sustained reduction in waste.

Impacts of Victorian and Australian Government legislation and policy

The transfer of responsibilities and costs from other levels of government has been well documented and continues to be a significant issue. Types of 'cost shifting' and additional taxes include:

- Environment Protection Authority increasing the landfill levy by 91 per cent over a three-year period from \$65.90 to \$125.90 (2022/23) per tonne. 2023/24 assumes an 8 per cent (almost double inflation) or \$10 increase to \$136.
- Indirect impact of government policies that formally or informally transfer service responsibility, for example we currently allocate resources to support social housing (\$500,000) a public policy area that in many respects should be the responsibility of state and federal governments.
- Introduction of the congestion levy, which is being partly funded by a contribution of rates revenue to mitigate the significant negative impact on visitation and trade in the areas where the levy applies (in addition to an increase in parking fees).



- Additional capital expenditure needed to ensure our buildings are compliant with the Disability Discrimination Act and Building Code 1992.
- Heightened awareness of acts of terrorism in public places require stricter Emergency Management resourcing. Greater proactive capital investments such as bollards and CCTV may be required to keep our community safe.
- The new *Environment Protection Amendment Act 2018* includes the introduction of new compulsory duties to report contamination to the Victorian Environment Protection Authority and manage site contamination. Council officers are working to develop a Site Contamination risk Assessment Matrix and determine its financial impact.
- Legislation imposed on Council to perform Swimming Pool audits.
- Amendments to the *Road Management Act 2004* shifts the responsibility of bridges to be maintained and renewed by Councils. The updated 10-year Financial Plan has an \$4.7 million capital expenditure on Broadway Bridge renewal. Other bridges are to be renewed based on Asset Management Plan.
- Electrical Line Clearance Regulations 2020 requirements (tree pruning and other engineered solutions to stop occurrence of fire from electrical line).



Financial outcomes

Our decision-making reflects principles of sound financial management. This Plan assesses our financial performance using key financial indicators. Refer to the Measuring Performance section for details.

Cash surplus/deficit

This is a measure of the cash inflows from all sources of revenue and the cash outflows for all expenditure (capital and operating expenditure). The Financial Plan presents a balanced budget over the 10-year horizon. However, it is important to note that we will have to make significant financial savings to meet the rate capping challenge (quantified as \$76 million over 10 years).

Borrowings

We have the capacity to borrow up to \$94 million and still achieve a low-risk rating by VAGO financial sustainability risk assessment. We have no debt other than some finance lease liabilities as part of our financing strategy. It is likely that investing for growth will require the prudent use of borrowing, particularly as Council will be contributing to Fishermans Bend projects.

Working capital

This is a measure of current assets to current liabilities (our ability to pay existing liabilities that fall within the next 12 months). The Financial Plan expects this measure to stay well above 100 per cent, peaking at 316 per cent and dipping to a low of 187 per cent.

Infrastructure renewal gap

The Infrastructure Renewal Gap ratio measures spending on existing assets through renewal and upgrade compared to depreciation. A ratio of 100 per cent or higher shows that spending on existing assets is moving at a faster rate than asset deterioration. The Financial Plan forecasts significant investment in existing assets over the next 10 years, achieving a renewal gap ratio between 127 per cent and 210 per cent. With aging stock our divestment and investment into this portfolio is essential to meet future community needs. The need for upgrades is driven by safety (the Building Code of Australia under



the *Building Act 1993*) and accessibility (*Disability Discrimination Act 1992*). Councils' enterprise asset management plan and asset portfolio plans provide further details of the assets we have, with the funding and renewal ratios required to continue to enable the services the asset provides.

Financial sustainability

Despite being in a relatively strong financial position, rate capping presents a significant threat to our financial sustainability. To manage this challenge, we continue to consider the principles of sound financial management prescribed in the *Local Government Act 2020*.

- prudently manage financial risks related to debt, assets and liabilities and alignment to council plan and strategies.
- provide reasonable stability in the level of the rates burden.
- consider the financial impacts of Council decisions on future generations.
- provide full, accurate and timely disclosure of financial information.

We use the VAGO financial indicators to measure financial sustainability risk. Our strategy is to ensure we achieve an overall low risk rating. As demonstrated below, the VAGO financial indicators over the financial plan show we are financially sustainable.

Indicator	Indicator Targets	Budget	Projections									
		2023/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Net Result %	Greater than 0%	4.6%	5.5%	5.0%	5.2%	5.7%	5.8%	5.4%	5.2%	6.0%	6.1%	
Adjusted underlying result	Greater than 5%	1.3%	1.5%	1.3%	1.6%	2.5%	2.6%	2.6%	3.1%	3.2%	3.4%	
Working Capital	Working Capital Ratio >100%	316%	271%	215%	187%	192%	200%	210%	217%	224%	230%	



Indicator	Indicator Targets	Budget	Projections									
		2023/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Internal Financing	Net cash flow from operations to net capital expenditure >100%	69%	75%	76%	86%	120%	125%	126%	123%	122%	122%	
Indebtedness	Indebtedness ratio <40%	1.3%	1.6%	1.5%	1.5%	1.5%	1.4%	1.4%	1.4%	1.4%	1.4%	
Capital Replacement	Capital to depreciation >150%	301%	290%	260%	230%	169%	162%	156%	156%	164%	165%	
Infrastructure Renewal Gap	Renewal & upgrade to depreciation >100%	210%	196%	134%	187%	137%	131%	127%	127%	133%	133%	
Overall Financial Sustainable Risk Rating		Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	



Financial principles

We also use our own principles to support financial sustainability, which aim to ensure continued operating viability, sustainable funding of assets and the ability to absorb the impact of unexpected budget shocks.

Financial principle	Measures
1. Council will have fair, affordable and stable revenue and financing mechanisms.	1. Funding is prioritised towards achieving Council strategies and priorities and in accordance with key policies.
	2. The distribution of costs and revenues is to be fair and reasonable with a level of consistency in treatment.
	3. The capacity of people to pay will be considered in determining the appropriate mix of funding mechanisms.
	4. Where benefits from an investment are to be enjoyed by future generations, those future generations should contribute to the cost.
	5. Those who directly benefit from, or cause expenditure will make a contribution towards funding it.
	6. Funding mechanisms will be transparent, practical to implement and not involve unreasonable transaction costs.
	7. Growth in universal services will be funded through growth in rates and the broader revenue base associated with growth.
	8. Rate revenue will remain at a stable percentage of total underlying revenue (target between 60 per cent and 65 per cent of total underlying revenue) and other revenue will be strengthened over the medium term to reduce reliance on rate revenue.



Financial principle	Measures
<p>2. Council will have an ongoing sustainable and balanced budget, and ideally a small cash surplus.</p>	<p>9. Expenditure on operating activities will be in line with, or lower than, income from operating activities, producing a surplus. Any surplus achieved will be used to repay debt or carried over to subsequent years.</p>
	<p>10. Net cash outflow from operational, capital and financing activities will be in line with, or lower than, cash inflow from operational activities, producing a cash surplus. A positive cash surplus balance in any budgeted year is targeted.</p>
	<p>11. Net cash flow from operations is to generate sufficient cash to fund capital works over the long term. Internal financing ratio to be greater than 100 per cent.</p>
<p>3. Council’s asset base will be maintained, enhanced and expanded.</p>	<p>12. The total pool of assets will increase in value each year – excluding the effect of any revaluation adjustments and sale of assets of lower strategic value.</p>
	<p>13. Capital expenditure compared to depreciation is to be greater or equal to 150 per cent over a medium to long-term planning horizon.</p>
	<p>14. Assets will be managed in accordance with community need, optimum utilisation and long-term efficiency.</p>
	<p>15. Capital expenditure on existing assets (asset renewals and upgrades) will be higher than depreciation over a medium to long-term planning horizon.</p>
<p>4. Capital will be managed in the most efficient manner possible.</p>	<p>16. General reserves will be maintained at levels sufficient to ensure operational liquidity. Working Capital Liquidity Ratio (current assets compared to current liabilities) is to be at least 100 per cent.</p>



Financial principle	Measures
	<p>17. Council will consider borrowings for property acquisitions, large capital works or operating projects that provide inter-generational community benefit, and initiatives that deliver sufficient revenue streams to service the debt.</p> <p>18. Prudent use of debt shall be subject to achieving:</p> <ul style="list-style-type: none"> o indebtedness ratio (non-current liabilities compared to own source revenue) below 40 per cent o loans and borrowings compared to rates below 70 per cent o loans and borrowing repayments compared to rates below 20 per cent. <p>19. Reserves may be built up over time to enable part funding of periodic large capital expenditure items where this is considered more efficient than the use of debt.</p>
<p>5. Council will proactively develop and lead an efficient and effective organisational culture.</p>	<p>20. To deliver better value to our growing community, we will support developing policy and practice in the workplace to increase organisational innovation, effectiveness and efficiency.</p> <p>21. The organisation will target delivery of productivity and efficiency savings one per cent of operating expenditure less depreciation per annum.</p>



In addition to our principles of sound financial management, financial decision-making is guided by key strategies.

Revenue and rating strategy

Rating Strategy 2022-25

Our main revenue source is assessment rates on properties in the municipality. Our rating strategy is supported by the following principles:

- Rates are levied in accordance with a ratepayer's capacity to pay as measured by the Capital Improved Value (CIV) of property owned within the municipality. Rates levied are therefore directly proportional to the CIV of individual properties. Other measures such as concessions, deferral of rate payments and other discounts to fees and charges will be applied to address equity and access issues.
- Higher differential rates will be set for commercial and industrial properties than residential properties due to their greater capacity to pay based on taxation benefits and higher rental yields.
- Consistent with our principle to rating principles to manage the impacts of change, any major differential rating changes will be gradual taken into consideration the annual general property valuation and demographic changes as part of the budget development process.
- We do not have a municipal charge because such a charge would increase the rates burden on ratepayers who have a lower ability to pay.
- A Tiered Waste Service Charge structure set for all rateable assessments to recover the cost of waste services that are direct and or private benefits (such as kerbside collections, communal food garden and glass recycling, hard waste collection, and Resource Recovery Centre operations). The waste charges include a tiered pricing structure recognising the key service differences between private kerbside collection and communal services (Multi-Unit Dwellings will have shared common bins therefore will be treated similarly to communal service). It will include a mix of concessions, bin sizes, and exemptions to influence community behaviour, and ensure equitable outcomes in the community.
- Special rates are levied against retail tenants in various shopping precincts and this rate income is then distributed to centralised trader associations to spend on improving the shopping strip for the benefit of all traders.
- Rate concessions are available for recreational land and pensioners. We are one of only a few councils that provide a pensioner rate rebate in addition to the Victorian Government pensioner rate rebate.



- Self-funded retirees are entitled to request a deferral of their rates indefinitely at a discounted interest rate. People experiencing financial hardship may also, subject to application and financial assessment, access this benefit.

Non-rate revenue strategy

Our non-rate revenue strategy is supported by the following principles:

- Universal services are funded from the broadest forms of income – rates and parking revenue.
- User fees are reviewed annually part of the annual budget process to ensure affordability and equity. A general increase of rates cap plus 0.25 per cent is proposed in line with our financial strategy.
- Fees for subsidised services provided by Council in a market, such as childcare and aged care, will be based on a clearly articulated policy position. To achieve equitable outcomes, these services will be funded through a mix of user charges, government grants and rates.
- Specific individual regulatory services such as, but not limited to, animal licences, parking permits and planning permits will be funded, where possible, through user charges (some may be set by statute) and otherwise through rates.
- Council will pursue grants where possible. Being an inner metropolitan council and with a relatively sound financial position, we are unlikely to see a significant boost to grants revenue. Advocacy is a key focus in seeking to access grants where relevant.
- Developer contributions (cash or land) are currently set at eight per cent of site value for Fishermans Bend Urban Renewal Area and five per cent for the rest of the municipality. We will review and consider a new Development Contribution Plan where appropriate. This is an important source of funding for investments in parks and foreshore open space assets.
- In accordance with our Property Policy, rent will be charged at market value for commercial properties. Peppercorn (minimum) rent may be charged to community groups that use Council properties to deliver a) community services aligned with Council's goals and priorities; b) significant community benefit to the City; c) have no capacity to generate income.
- We will invest the community's funds in accordance with the Act and our Investment Policy. Our investments with Authorised Deposit Institutions will balance the objectives of capital preservation, maintenance of liquidity, investment return targets and corporate social responsibility. We aim to achieve average yield at the 90 Day Bank Bill Swap Rate plus 50 basis points.



Our borrowings strategy

Our borrowings strategy is supported by the following principles:

- Borrowings will not be used to fund ongoing operations.
- A prudent and fiscally responsible approach will be applied in considering any proposals for new debt to deliver our objectives.
- Where debt is increased, the servicing costs ideally need to be funded from future revenue streams or cost savings that can be expected from the investment of the funds raised.
- Borrowings are also appropriate for funding large non-recurrent capital works or operating projects that can be expected to provide benefits to future generations.
- Debt will be managed as part of an efficient capital management policy and repaid when it is prudent to do so.

Our asset management approach

Our asset management approach (refer to the section titled Council's Asset Management Framework) is supported by the following principles: The council's Asset Management Policy seeks to achieve the following outcomes from asset management:

Fit for Purpose: assets will deliver agreed levels of technical of service to the organisation and community in terms of function (including safety and accessibility), condition, and capacity.

Community Benefit: Council will innovatively use its asset base to support the social, cultural and economic wellbeing of the community.

Environment Sustainability: assets are planned and developed to incorporate climate resiliency and mitigate our environmental impact.

Financial Sustainability: asset management decisions and practices ensure the council has the funds to look after, improve and grow its assets for current and future generations.

Advanced Practice: Council will demonstrate advanced asset management practice including the use of smart technology to optimise decisions and performance.



Financial resource planning assumptions and risks

Financial assumptions

- The Financial Plan is updated annually following a review of internal financial results and changes in the external environment. Following this, scenario analysis is performed to test key assumptions and to prepare a 10-year forecast that best represents our expected financial performance given those assumptions.
- The financial information used for 2023/24 (the base year) is based on the March 2023 forecast. The revenue and expenditure associated with growth has been separated from all other activities for the purposes of this Financial Plan. The assumptions associated with growth are included in the 'Planning for growth' section.

The following table provides a detailed explanation of planning assumptions. The Financial Plan outcomes are disclosed in the financial statements section.

Indexation Factors % Movement	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Consumer Price Index (CPI)	4.50%	2.60%	2.50%	2.50%	2.50%	2.40%	2.30%	2.30%	2.40%	2.40%
	Base on the most recent forecast from Deloitte Access Economics Business Outlook for the Victoria.									
Rates cap – ESC recommended methodology	3.50%	2.60%	2.50%	2.50%	2.50%	2.40%	2.30%	2.30%	2.40%	2.40%
	There remains some uncertainty regarding the level of the rates cap in future years. For the purposes of the financial plan, Council has used forecasts from the Deloitte Access Economic Business Outlook for the Consumer Price Index.									
Growth in the rate base	1.3 per cent per annum based on latest population growth data from Profile ID and Fishermans Bend Taskforce adjusted for uncertainty due to COVID-19 for the next three years between 50 per cent.									



Indexation Factors % Movement	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Waste Charge	9.10%	6.40%	3.40%	3.80%	4.00%	4.00%	4.00%	3.90%	3.90%	3.90%
Revenue	Based on cost recovery of direct waste services/private benefits including kerbside collection, communal waste services, hard waste and Resource Recovery Centre operations. Greater increase in 2023/24 due to full year roll-out of FOGO and glass recycling. Direct waste costs likely to increase above CPI.									
Parking revenue	Growth in paid parking capped at CPI assumption. Parking Infringement Notices capped at 2 per cent due to high variability in infringement volumes.									
User fees and charges	User fees and charges is linked to rates cap plus 0.25 percentage points per annum.									
Open Space contributions (Developer)	2023/24 based on developments on hand. Outyears approximately \$4.1 million per annum excluding Fishermans Bend. The Funding and Financing Plan for Fishermans Bend, which may include a Development Contribution Plan, will alter high-level forecast open space contributions based on growth data.									
Government Grants	Ongoing grants steady with CPI indexation. Capital grants are based on known funding. Outyears are set at a minimum of \$2.13 million adjusted for CPI indexation.									
Interest income	4.75%	3.20%	3.10%	3.00%	3.00%	3.00%	2.90%	2.80%	2.80%	2.80%
	Budget 2023/24 based on current average investment earnings. Outyears based on the most recent forecast from Deloitte Access Economics Business Outlook 90-day bank bill swap rate plus 50 basis points.									
Employee costs	3.10%	2.50%	2.50%	2.50%	2.50%	2.40%	2.30%	2.30%	2.40%	2.40%
	Current Enterprise Agreement ends at end of financial year 24/25. The plan assumes EA linking to rates cap in out-years.									
Contract services, professional services, materials and other expenditure	Most contract increase at on 1 July based on full financial year to June inflation. Budget includes a 4.5% CPI Indexation assumption. Noting that some contractors are indexed by specific contractual agreements.									
Bad and doubtful debts	Long-term Parking Infringement Debts are lodged and managed by Fines Victoria. Bad debt write-off linked to infringement income and historical collection rates.									



Indexation Factors % Movement	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Utility costs	Electricity charges reflect rates per Melbourne Renewable Energy Project contract. Utility charges impacted by variables inclusive of demand charges, network charges, weather, utilisation, offset by the benefits from our investment in efficiency street lighting upgrades.									
Service growth	The cost-of-service growth is equivalent to the increase in rates revenue attributable to increase in the rates base (that is, it is assumed that the benefit of new assessments is wholly offset by the cost to service them).									
Depreciation	Continued work on improving our asset condition data will see lower depreciation. Depreciation will increase as a product of new assets being created consistent with the planned capital program.									
Operating projects	Total operating projects to be capped to \$5.3 million from 2025/26 and increases by annual CPI, unless externally funded.									
Capital projects	Capital projects consistent with the detail planned over the Long-term financial Plan. Annual capital project budgets will target renewal gap ratio greater than 100 per cent and capital replacement ratio greater than 150 per cent.									
Borrowing	We will consider borrowings when reviewing and developing the Council Plan and Budget. The prudent use of borrowing is to be consistent with our principles of smoothing out major financial shocks, intergenerational significant projects and for growth related capital projects.									
Reserves	<p>The use of reserves remains consistent with past practice. This includes the following assumptions:</p> <ul style="list-style-type: none"> • open space receipts based average 4-year average; however a conservative assumption has been applied to take into account economic indicators and development approvals. Outgoings are based on forward Public Space Strategy expenditure. • sustainable transport reserve receipts to be relatively steady adjusted for CPI indexation and outgoings to reflect portfolio delivery • where appropriate, unspent capital budgets during the financial year will be quarantined to the asset renewal reserve to fund future capital portfolio investments • five per cent of Fishermans Bend derived rates income to be quarantined to the municipal growth fund for Fishermans Bend investments. 									



Financial risks

There are many financial risks that Council must mitigate to remain financially sustainable. One of the most significant financial risks is the impact of rate capping. Our sound financial position with low levels of borrowing and a healthy reserves balance will enable us to respond to these financial risks over the 10-year period. If necessary, we can also apply to the ESC for an above rates cap increase. The financial risks are consistent with those listed in 'Our Financial Strategy' (above).

Planning for growth

The municipality has forecast population growth over the Financial Plan period estimate 1.3% per annum or approximately 11,000 residents. Council is continuing to invest in planning for growth across the municipality, to ensure that service outcomes meet the expectations of current and future generations. Fishermans Bend is expected to provide over 50% of the outlook period forecast growth in the municipality or 14,000 residents. By 2055, Fishermans Bend will have delivered over 60,000 more residents than currently reside in the precinct within our municipality.

The Victorian Government is currently in the process of preparing for developer contributions to fund part of the infrastructure needs for Fishermans Bend. In addition to developer contributions, State Government and Council will be required to contribute to deliver the residual infrastructure needs of the precinct. Council's contribution to residual infrastructure will be constrained by the rates revenue expected to be generated in Fishermans Bend. Large infrastructure such as trams, trains, schools and regional or precinct scale projects should be fully funded by State Government with potential contributions from the Federal Government, cognisant that other levels of government are expected to generate taxation receipts (PAYG, GST, land tax, stamp duties) at least 11 times (conservative estimates) the amount of Council rates.

The full impact of residual funding and financing required from Council in Fishermans Bend has not been included due to the significant uncertainty around the responsibility, quantum and timing of capital investments and any future operational and servicing expenditure if and when infrastructure is delivered to Council to manage.

The establishment of a sustainable model for the governance and funding of Fishermans Bend is a therefore a priority. There is particular concern that Council must have a role in decision making for Fishermans Bend to influence outcomes and to ensure that projects are financially sustainable and do not become a financial burden on our current ratepayers and into the future. These aspects are likely to be addressed throughout 2023-2024.

Council has allocated five per cent of Fishermans Bend rates to the Municipal Growth reserve to fund growth related Fishermans Bend infrastructure requirements. This is subject to review as part of Council's assessment of the Fishermans Bend funding & financing planning being undertaken by the



Fishermans Bend Taskforce. Due to risk of funding shortfalls for the development of Fishermans Bend, additional provision of \$9 million will be set aside in the Municipal Growth Fund over the 10 years.

Council will continue to update its financial planning for Fishermans Bend as new information becomes available.

The proposed development in the Fishermans Bend will create unprecedented financial challenges for Council as it copes with making significant investment ahead of future revenue streams. While work is underway to finalise the Fishermans Bend funding and financing plan, uncertainty remains regarding the timing and extent of Fishermans Bend infrastructure funding that Council will provide.

Council is actively involved in the delivery of projects within Fishermans Bend. Recently completed projects in the area:

- Community facilities and netball courts in a joint development with the construction of the South Melbourne Primary School.
- Streetscape works needed to make the school safe and accessible.
- Strategic open space acquisition and the associated remediation and improvement works for Kirrip Park.
- Construction of a new playground, half basketball court and driveway access at JL Murphy Reserve.

Non-financial resources

Council culture

To strengthen the delivery of the Council Plan, we are reviewing Council's organisational strategy. All activities are viewed through the community's eyes, ensuring delivery of the best possible services, projects and outcomes for our community.

Council staff

Our employees are our key resource. We have a diverse workforce of committed individuals with an extensive range of skills and experience. We aspire to be an employer of choice and to operate collectively as one organisation focused on achieving the Council Plan objectives. To enable this, we are committed to professional development, mentoring, open communication and maintaining a safe and respectful working environment.



In response to the financial challenges we face, a significant investment has been made in building the capability of staff, including to:

- manage and prioritise projects with the support of new processes and systems.
- focus on identifying and realising efficiency savings.
- achieve better service and financial outcomes through continuous process improvement initiatives.
- perform detailed service reviews with an objective of improving overall value.
- make more informed asset management decisions.
- leverage technology to improve customer service.
- undertake long-term planning and performance measurement.



Council's Asset Management Framework

Asset management approach

We are custodians of \$3.6 billion (\$3.2 billion net) worth of community assets. This includes land, buildings, infrastructure assets such as roads, footpaths, piers and jetties, underground drainage pipes and pits. Soft assets such as trees and vegetation, art, library books, information technology equipment and other assets that have been acquired over many years are included in Councils asset registers, however only Infrastructure assets have been included in our current asset plans and modelling. At present, soft assets are accounted for and included in financial budgets only, soft assets will be a future enhancement in our asset models.

A significant portion of the Council Budget each year is spent on looking after, operating, improving, and growing assets. As we are a growing City which must consider rates capping, climate change, demographics changes and in a complex urban coastal environment, we must manage our assets well.

Our vision for asset management is: *"as trusted stewards of Council's assets on behalf of our community, we will ensure our assets enable the delivery of agreed services that our community values and are sustainable for current and future generations."*

Over the past five years, we have undertaken a significant program to improve Council's asset management capability and practice. The transformation program has included developing an updated Asset Management Policy, an Asset Management Strategy, an Operating Model review, implementation of a new integrated asset management system as part of a wider technology uplift across Council, and significant uplift of the data relied on to forecast required expenditure on assets over time.

The Enterprise Asset Management Plan (EAMP) responds to the *Local Government Act 2020* requirement for Council to adopt an asset management plan. The EAMP describes the integrated policy, processes and tools (people, process and technology) that are being used by the Council to manage and maintain operational assets at target service levels while optimising life-cycle costs and asset life. It also provides a summary overview of the state of Council's assets and the 10-year plan for the maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of infrastructure assets.

The EAMP responds to our eight long-term challenges, as well as recovering after COVID-19 pandemic, to help achieve the Community Vision for Port Phillip: *"a liveable and vibrant City that enhances the wellbeing of our community"*.



The projected operational and capital expenditure detailed in the EAMP has informed the 2023/24 Budget and will be updated to reflect any changes made to the final Budget. The proposed expenditure on our assets is designed to achieve Council's Asset Management Policy outcomes of assets that: are fit-for-purpose, provide community benefit, respond to environmental sustainability targets, are financially sustainable whilst we implement our continuous improvement program to achieve advanced asset management practice.

This EAMP demonstrates Council's commitment to aligning its system for managing assets to the international Standard ISO 55001: Management System - Asset Management and the National Asset Framework (NAF). Our aim is to achieve a 'Advanced' Maturity measured by National Asset Framework (NAF) and all requirements to meet ISO55000 for asset management activities by 2025 and continue maturity improvement where the benefits exceed the costs.

The information used for the EAMP is based on 'Medium' level of confidence. All assets are now contained in the One Council integrated asset and financial system, brought online in 2020. The works management component has been configured to capture operation, maintenance and capital cost. This provides an integrated system where all work to assets is uploaded directly into the system, providing real time data on the state of our assets and what has been spent on maintenance, renewal and upgrades.

Continuous improvement is occurring to the One Council system to unlock its full potential by creating further efficiencies, enhanced customer experience and advanced modelling capabilities using the recently introduced Strategic Asset Management (SAM) module. SAM provides Asset and Financial modelling which informs the Council's asset plans and our long-term financial plan (LTFP). The council will have the highest level of confidence in our data, with our processes and people optimizing the full functionality of the system by the end of 2024/25 when the system has been embedded and the data is consistent and reliable. The continuous improvement actions resulting from this Plan are listed in the improvement plan in Section 8.

Ongoing development and review of EAMP will promote the viability and long-term use of assets in line with Council's organisational objectives.



State of our assets

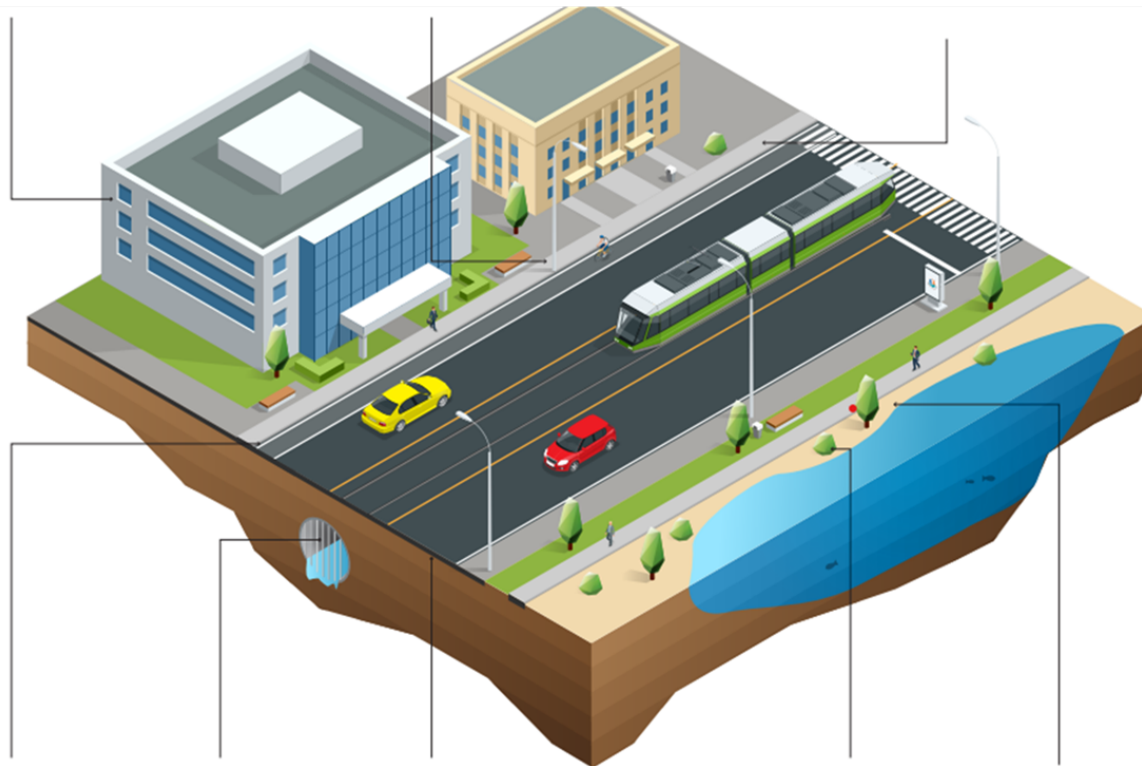
The community determines the demand and value of the services our assets provide, and the performance of our assets is measured on agreed service levels through condition, function and capacity assessments. We have also begun assessing the sustainability of our assets against sustainability targets in our *Act and Adapt Sustainable Environment Strategy 2018-28*. A summary of the State of Our Assets assessment predictions for 2024 is provided below.



Buildings Annual Budget \$42,274,357
 Operations \$3,381,375
 Maintenance \$4,018,245
 Renewal & Upgrades \$29,096,737
 Acquisitions (new) \$5,578,000
 Disposal cost: \$200,000

Clever City Annual Budget \$14,655,770
 Operations \$5,301,570
 Maintenance \$774,200
 Renewal & Upgrades \$8,030,000
 Acquisitions (new) \$500,000
 Disposal costs \$50,000

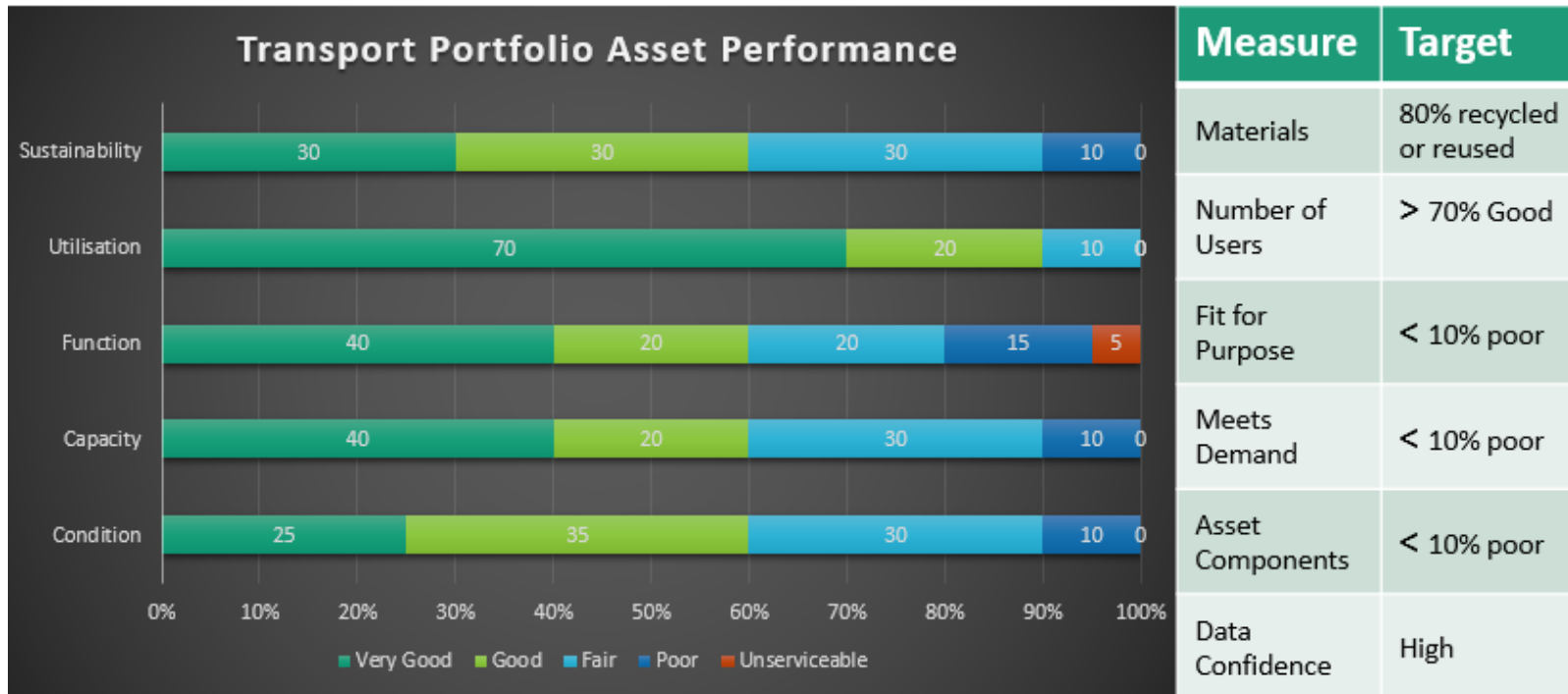
2023/24
 Annual
 Budgets



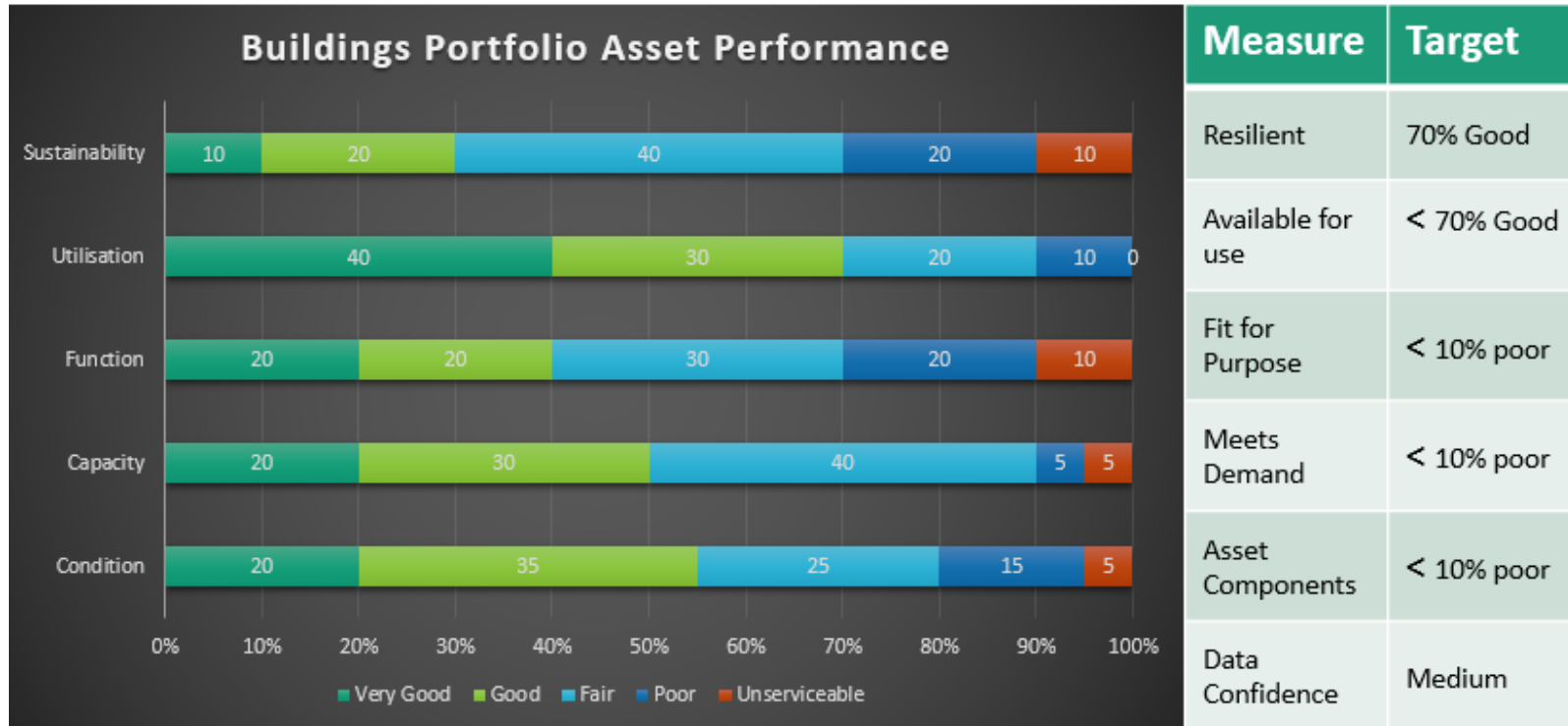
Transport Budget \$12,495,161
 Operations \$814,000
 Maintenance \$3,060,801
 Renewal & Upgrades \$7,163,635
 Acquisitions (new) \$1,456,000

Integrated Water Budget \$5,748,750
 Operations \$1,750,000
 Maintenance \$1,797,000
 Renewal & Upgrades \$1,253,000
 Acquisitions (new) \$200,000
 Disposal cost: \$50,000

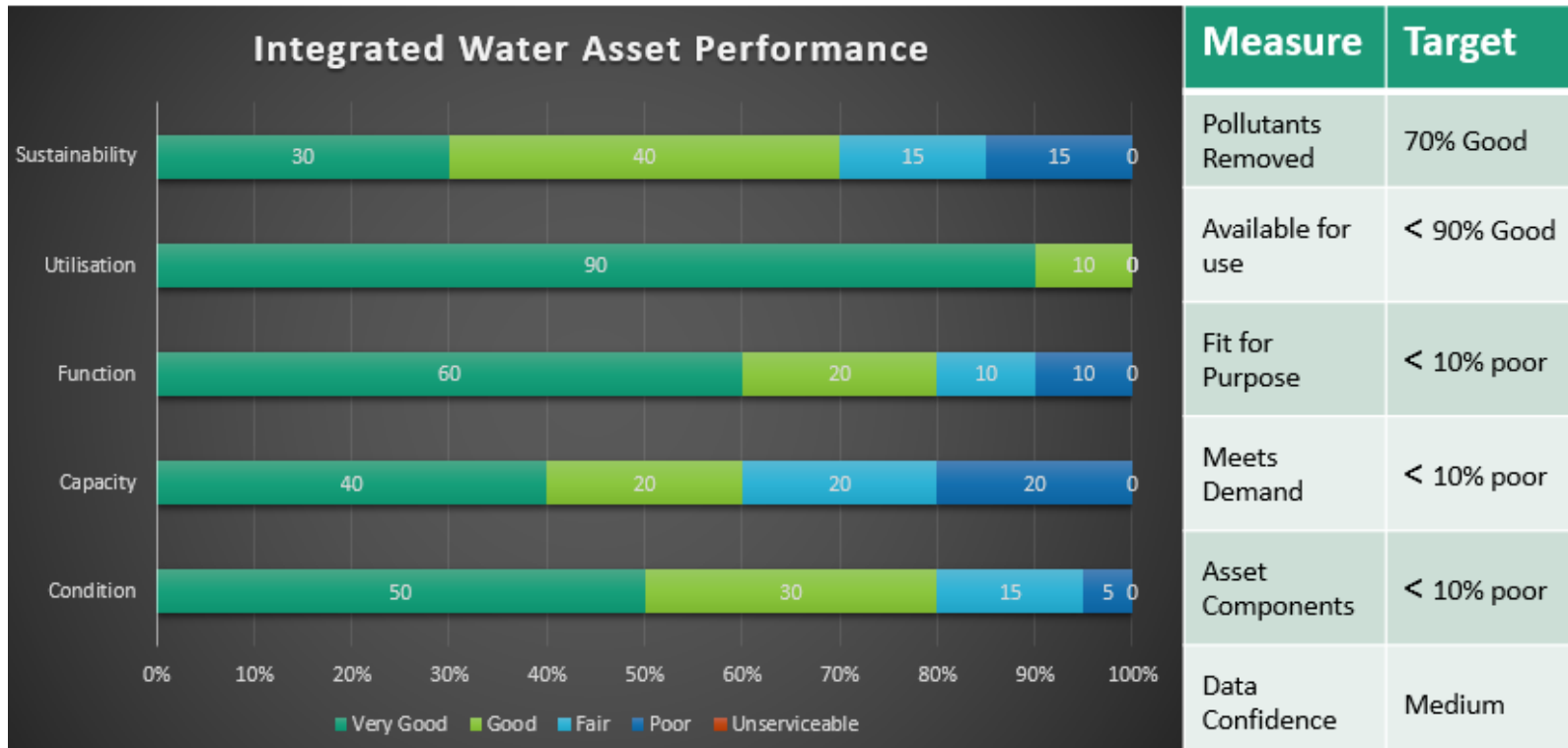
Parks & Open Space \$39,778,750
 Operations \$798,750
 Maintenance \$7,455,000
 Renewal & Upgrades \$29,325,000
 Acquisitions (new) \$2,000,000
 Disposal costs: \$200,000



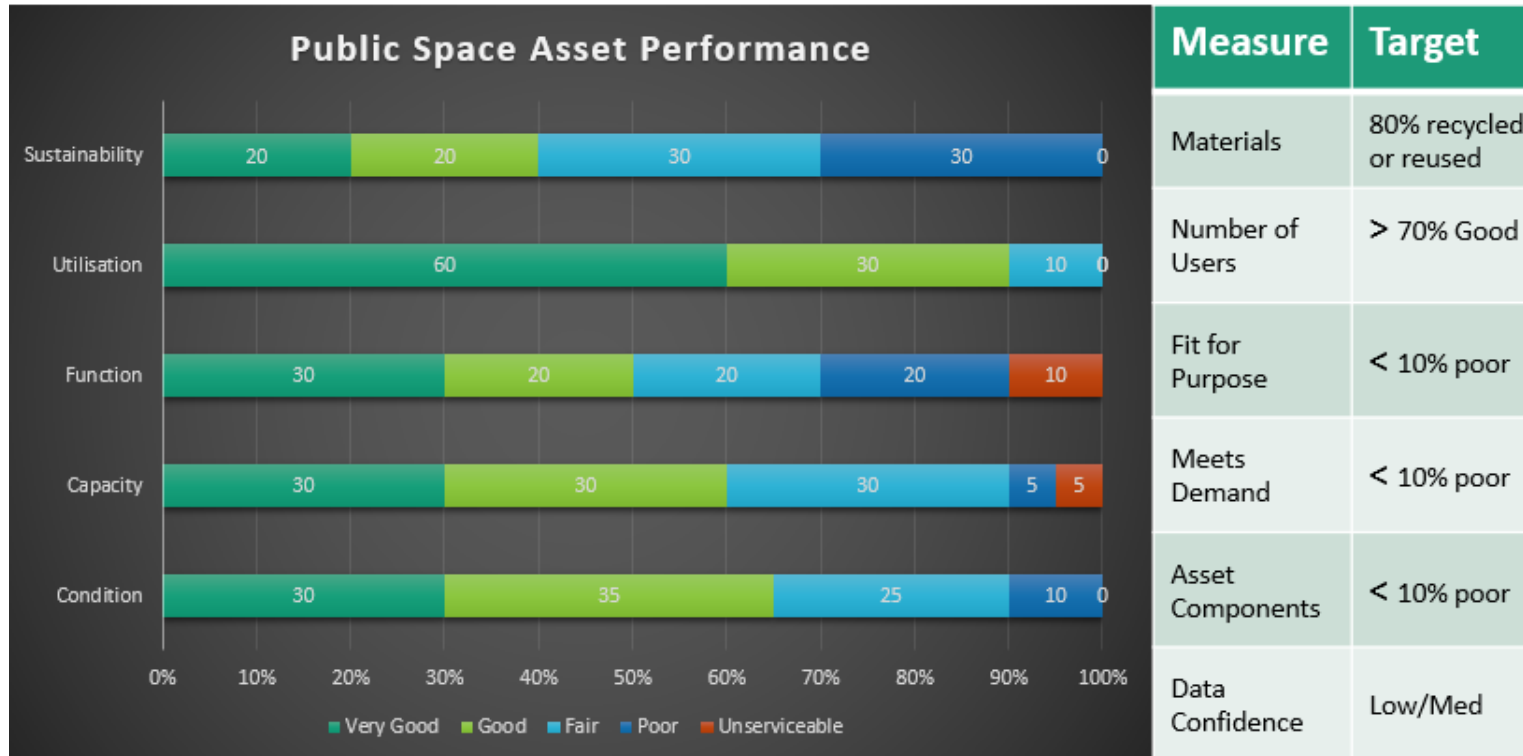
Comment: This portfolio has the highest level of data confidence. Asset audits of the Road Pavement (subsurface) conditions have been completed carried out by external contractors using deflection testing equipment. The Road Surface (wearing course) independent audits were completed in 2022/23 along with our Footpath assets. Kerb, gutter and traffic device audits will be carried out in 2023/24. A trial using artificial intelligence for road asset inspections has commenced and will continue in 2023/24.



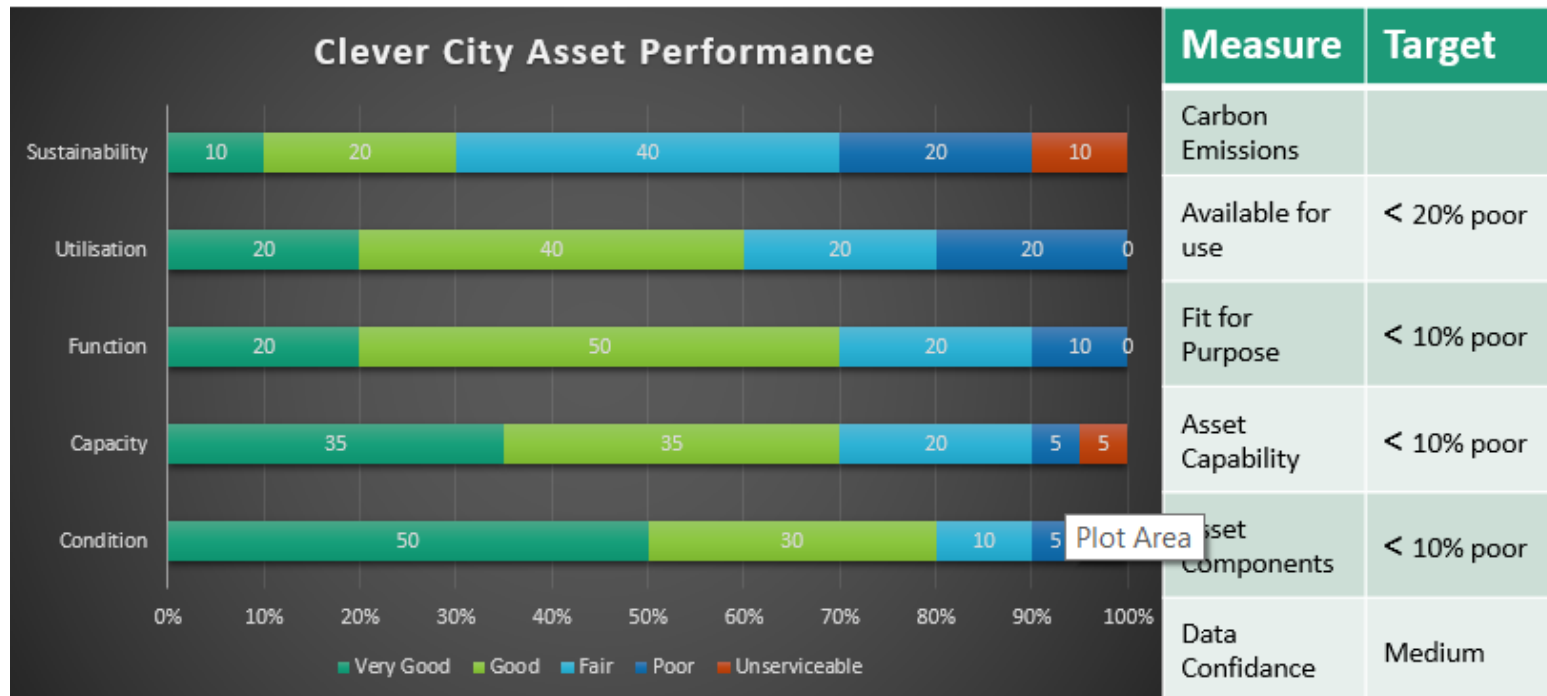
Comment: The Buildings Portfolio is diverse including Corporate, Community, Commercial and Public Toilets. We are managing the aging infrastructure through the development and implementation of the Property Strategy. Key decisions on assets approaching end of useful life will continue to impact this portfolio in the short to medium term.



Comment: The introduction of internal CCTV in 2017 has driven our focus on improving the function of our pipe and pit infrastructure. Our maintenance program budget has doubled in the period from 2018 to present providing the desired level of service to improve the asset function and reduce the risk of flooding during minor storm events. The CCTV data has allowed Council to develop our own industry leading flood model which is now being utilised to inform capital investment decisions across all asset portfolios.



Comments: Data improvement is a key focus area of this portfolio. Levels of service will be reviewed in 2023/24 year to ensure we are meeting community expectations.



Comment: Public lighting and safety continues to be a key focus area of this portfolio. Lighting upgrades and renewals of Council owned and controlled assets along the foreshore and in our parks and recreation areas will continue to be rolled out in 2023/24. Streetlighting assets owned by Utility providers is a significant challenge to Council to get the desired level of service from these single service providers.

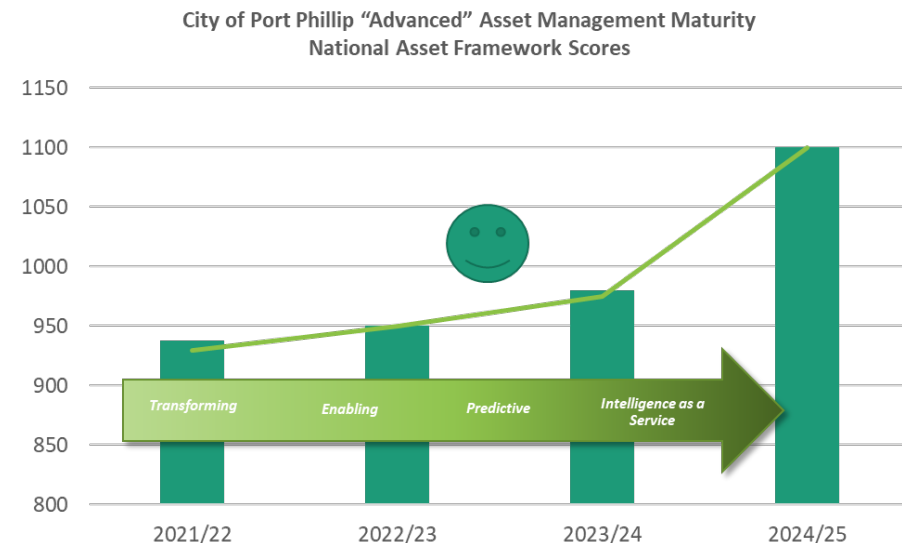
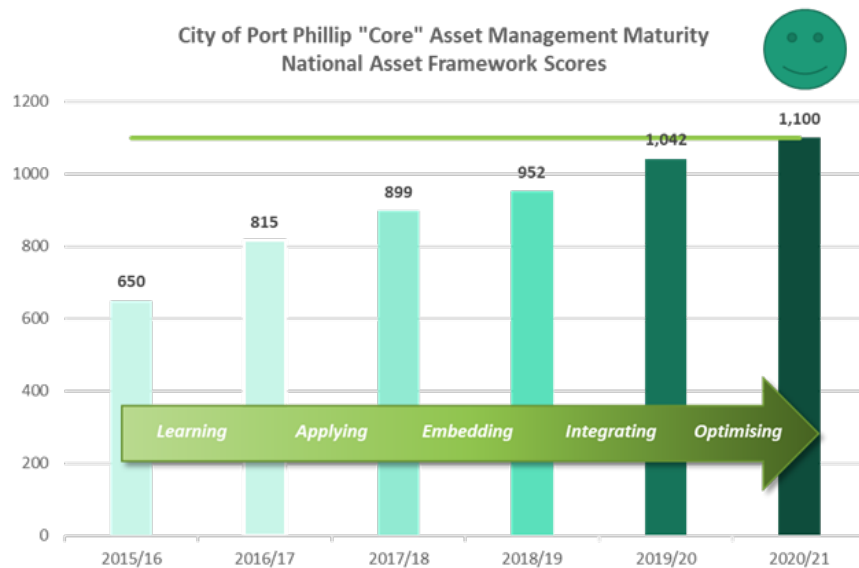


Asset Management Continuous improvement

We have taken significant steps to improve our asset and financial management performance over the past five years including assessing alignment of our asset management maturity with ISO 55001 Asset Management – Management Systems – Requirements and National Assessment frameworks (NAF).

The transformation program has included the development of an updated Asset Management Policy and an Asset Management Strategy, an Operating Model review, implementation of a new integrated asset management system as part of a wider technology uplift across council, and significant uplift of the data that is relied on to forecast required expenditure on assets over time.

This has resulted in Council achieving ‘Core Asset Management Maturity’ in 2020/21 and being well on our way to achieving ‘Advanced Asset Management Maturity’. The below graphs show our journey from learning to predictive asset management from 2016-2023. We are aiming to develop our systems, process and people together with the introduction of new technologies to move towards ‘Intelligence as a Service’ beyond 2024/25.:

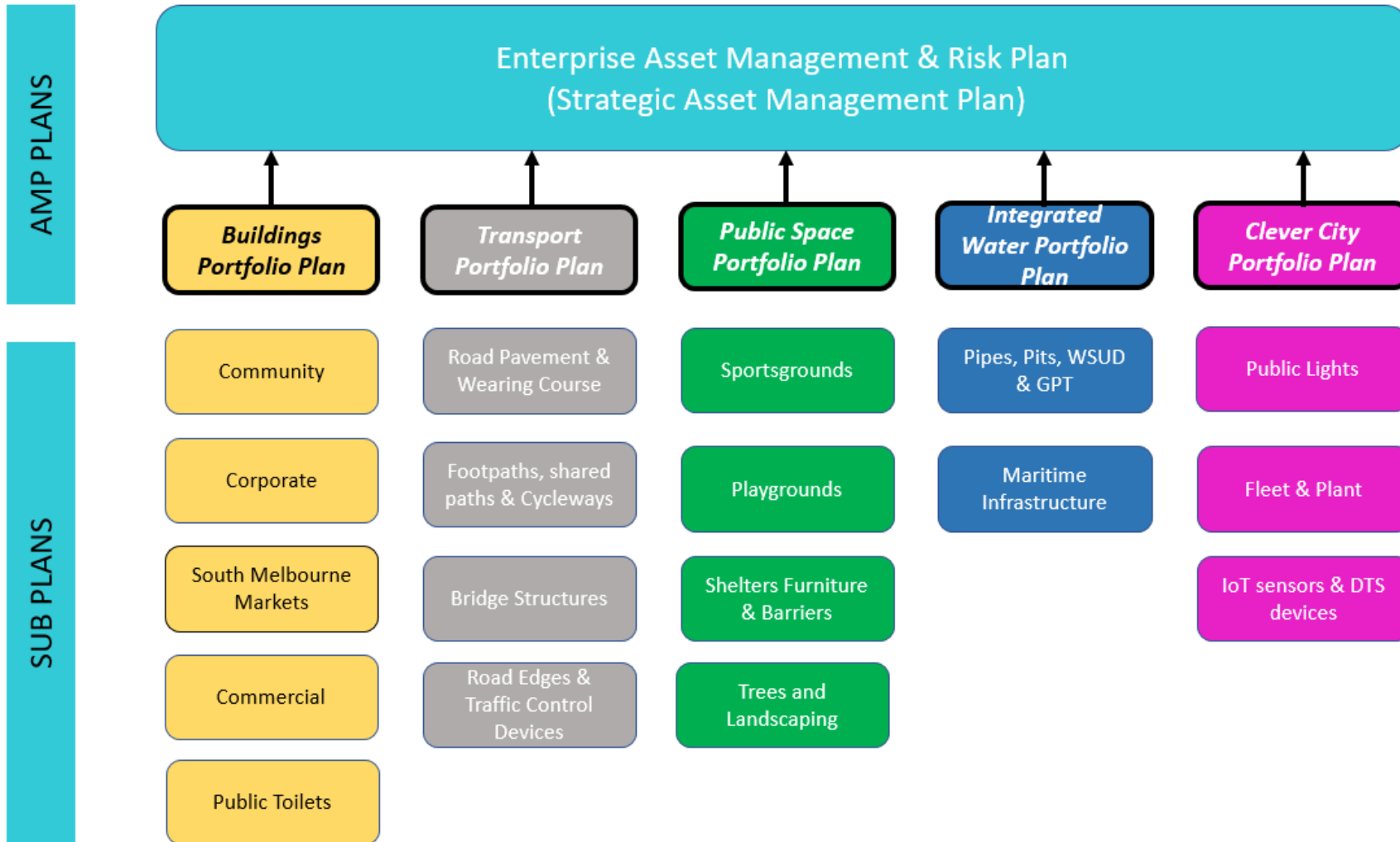


Our Asset Management Strategy is combined into the EAMP which is integrated into corporate governance including enterprise planning, reporting and risk management frameworks. This ensures asset management is service-driven and aligns with the strategic priorities and directions of Council.



Asset Management Plans

There are 52 Asset Classes managed within five Asset Portfolios: Transport, Buildings, Integrated Water, Public Space and Clever City. 10-year Asset Management Plans have been prepared or are under further development for each of the five asset portfolios and are reviewed annually to meet the requirements of Section 92, Local Government Act, 2020. The portfolio asset management plans are a key element of Council's strategic asset management framework, combining management, financial, engineering and technical practices to ensure that the levels of service required by our range of stakeholders is provided at the lowest long-term cost to the community, within the limits of any fiscal constraints that may be imposed by Council. Refer to the financial statement section of this report, Asset Plan by Class, for the proposed 10-year projections. The following is the suite of asset management plans for the City of Port Phillip:





Asset Plan by Portfolio

In accordance with section 92 of the Act, the follow asset information supports the development of the 10-year Financial Plan.

This information is for Infrastructure Assets only and does not include certain assets such as library books, office furniture and councils' arts & culture collection.

Buildings	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operations	2,044	2,097	2,150	2,203	2,258	2,313	2,366	2,420	2,478	2,538
Maintenance	7,255	7,444	7,630	7,820	8,016	8,208	8,397	8,590	8,796	9,008
Renewals	7,945	5,150	5,022	5,207	4,870	4,578	4,125	7,397	7,957	7,957
Acquisition	22,981	18,760	10,671	11,501	12,115	14,949	12,256	12,466	12,155	12,155
Disposal/ Decommissioning	-600	-600	-600	-600	-600	-600	-600	-600	-600	-600
Net Expenditure	39,625	32,851	24,872	26,132	26,659	29,448	26,544	30,273	30,787	31,057

Transport	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operations	1,157	1,187	1,217	1,247	1,278	1,309	1,339	1,370	1,403	1,436
Maintenance	6,575	6,746	6,915	7,087	7,265	7,439	7,610	7,785	7,972	8,163
Renewals	3,315	10,585	4,875	5,904	4,780	4,924	5,149	6,217	6,262	6,307
Acquisition	3,159	5,891	2,766	10,954	3,050	3,146	3,421	3,503	3,558	3,613
Disposal/ Decommissioning	-750	-750	-750	-750	-750	-750	-750	-750	-750	-750
Net Expenditure	13,456	23,659	15,022	24,442	15,623	16,068	16,769	18,125	18,445	18,770



Integrated Water	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operations	340	349	358	367	376	385	394	403	412	422
Maintenance	1,516	1,555	1,594	1,634	1,675	1,715	1,755	1,795	1,838	1,882
Renewals	654	1,188	1,545	1,124	1,519	1,214	1,282	1,356	1,436	1,521
Acquisition	645	432	967	336	929	237	288	344	404	469
Disposal/ Decommissioning	-200	-200	-200	-200	-200	-200	-200	-200	-200	-200
Net Expenditure	2,955	3,324	4,264	3,261	4,299	3,350	3,518	3,698	3,890	4,094

Public Space	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operations	2,767	2,839	2,910	2,983	3,057	3,131	3,203	3,276	3,355	3,435
Maintenance	10,673	10,950	11,224	11,505	11,792	12,076	12,353	12,637	12,941	13,251
Renewals	5,063	5,147	4,039	6,132	6,002	4,973	5,842	5,908	6,790	7,635
Acquisition	16,592	11,271	31,145	15,340	8,853	8,365	9,861	7,675	10,723	10,988
Disposal/ Decommissioning	-2,600	-2,600	-2,600	-2,600	-2,600	-2,600	-2,600	-2,600	-2,600	-2,600
Net Expenditure	32,495	27,608	46,718	33,360	27,105	25,944	28,659	26,897	31,209	32,710

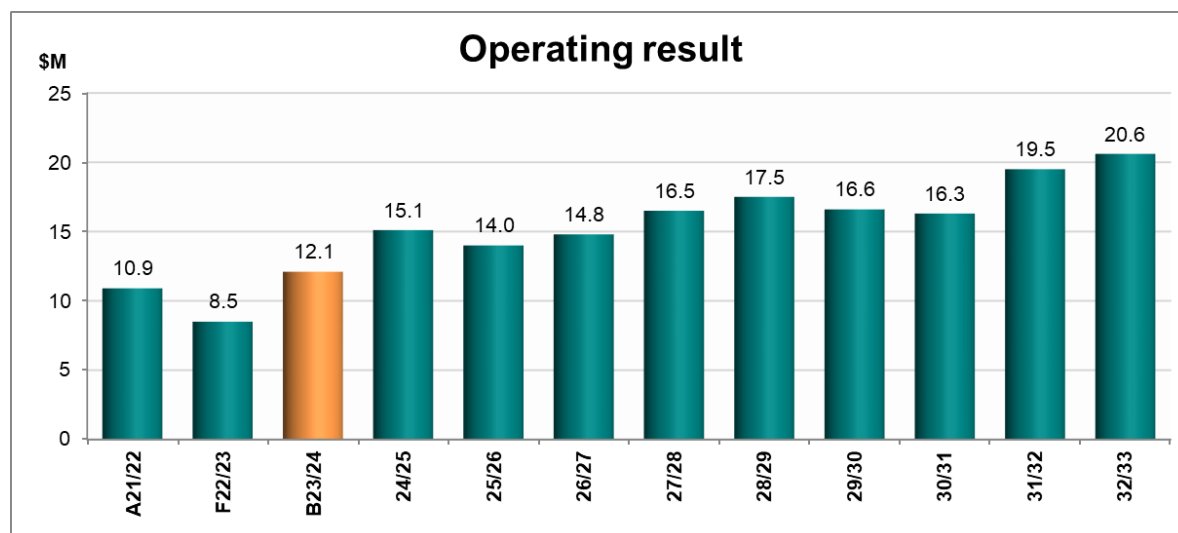
Clever City	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operations	420	431	442	453	464	475	486	497	509	521
Maintenance	3,267	3,352	3,436	3,522	3,610	3,696	3,781	3,868	3,961	4,056
Renewals	2,862	3,282	3,267	3,053	2,953	2,738	3,023	2,378	2,583	3,503
Acquisition	1,028	1,069	1,069	566	566	566	566	566	566	566
Disposal/ Decommissioning	-250	-250	-250	-250	-250	-250	-250	-250	-250	-250
Net Expenditure	7,327	7,884	7,964	7,343	7,343	7,225	7,606	7,060	7,369	8,397

Budget financial overview

Operating result

Achieving an operating surplus is a key component of our financial strategy. It provides capacity to maintain and renew our \$3.6 billion portfolio of community assets, meet debt repayment obligations, manage the impact of financial risks materialising and invest in transformative strategies.

The draft Budget 2023/24 expects a \$12.1 million operating surplus, which is \$3.6 million higher than the Forecast 2022/23 of \$8.5 million with expenditure projected to increase by \$7.8 million compared to a revenue increase of \$11.4 million.



The operating results are heavily impacted between years 2021/22 and 2022/23 due to the impact of significant portfolio deferrals to future years. This is a temporary timing issue related to portfolio delivery. Operating surpluses will be needed to fund the growing project portfolio caused by population growth and inflation.

Operating Revenue

Total revenue is proposed to increase by \$11.4 million or 4.6% on Forecast 2022/23 from \$249.0 million to \$260.4 million. This is primarily related to:

- An increase in parking revenue of \$2.8 million based on the continued recovery from COVID-19 impacts including increased parking utilisation.
- A net increase in rates revenue of \$3.1 million related to the 3.5% rates cap and property growth, partially offsetting the one-off rates rebate. Waste charges budgeted at cost recovery increased by \$1.1 million reflecting the contract inflation & new tender pricing,

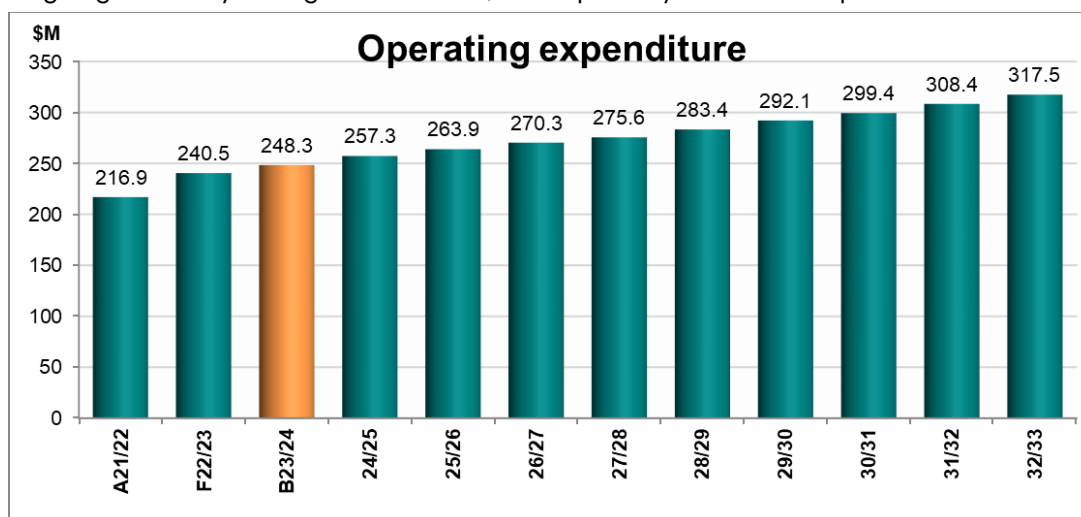
State landfill levy increasing above inflation, and new waste services (FOGO and Communal Hubs).

- An increase in fees and charges of \$2.1 million allowing for both increased utilisation of council services and 3.75 per cent average increase.
- A one-off increase in capital grants of \$1.4 million mainly for the EcoCentre redevelopment updated for timing of project delivery.
- An increase in investment earnings of \$2.5 million due to improved investment performance (RBA increasing cash rate).
- A reduction in Open Space Contributions by \$1 million based on lower development activity.

Operating expenditure

Budget 2023/24 operating expenditure totals \$248.3 million which is a net increase on forecast 2022/23 by \$7.8 million or 3.2% from \$240.5 million. The primary drivers for the increase include:

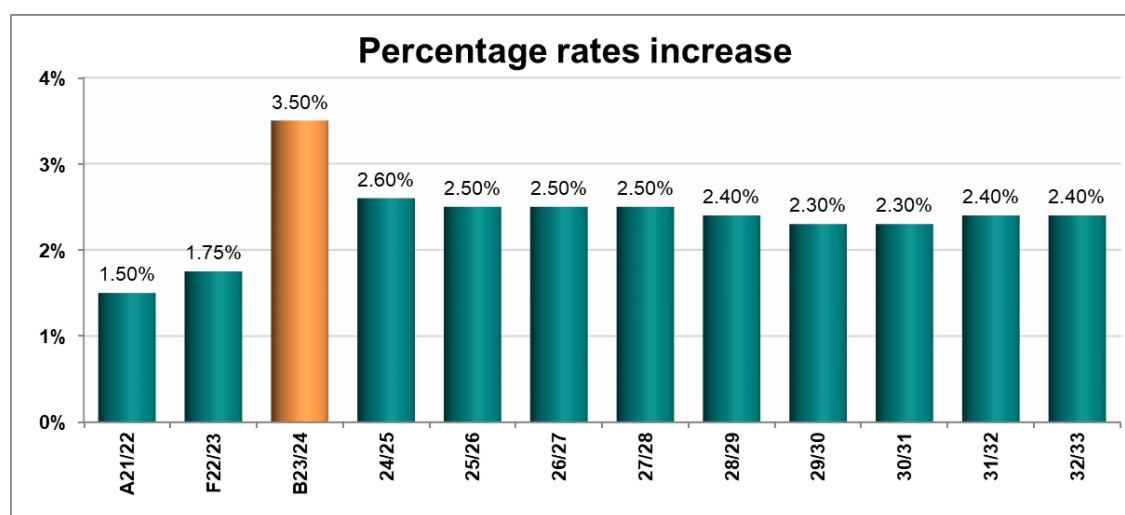
- An increase in employee costs of \$6.7 million (\$5.6 million budget on budget) due to 3.1% Enterprise Agreement increase, Superannuation Guarantee rate increase from 10.5% to 11%.
- Inflation budgeted at 4.5% (1.0% above rates cap)
- \$1.5 million of contracted operating expenditure re-classified as lease repayments due to underlying right-of-use assets in contract
- Ongoing efficiency savings of \$1.1 million, which partially offsets the expenditure increase.



The steady growth in operating expenditure in future years is largely driven by new waste services (FOGO and glass recycling), inflation (around 2.5 per cent per annum), service demand increases associated with population growth (around 0.5 to 1.3 per cent per annum), and the operating expenditure impact of new and improved assets (for example depreciation increase of 4 per cent per annum). This is partially offset by Council’s commitment to efficiency and cost savings (1 per cent per annum).

Rates percentage increase

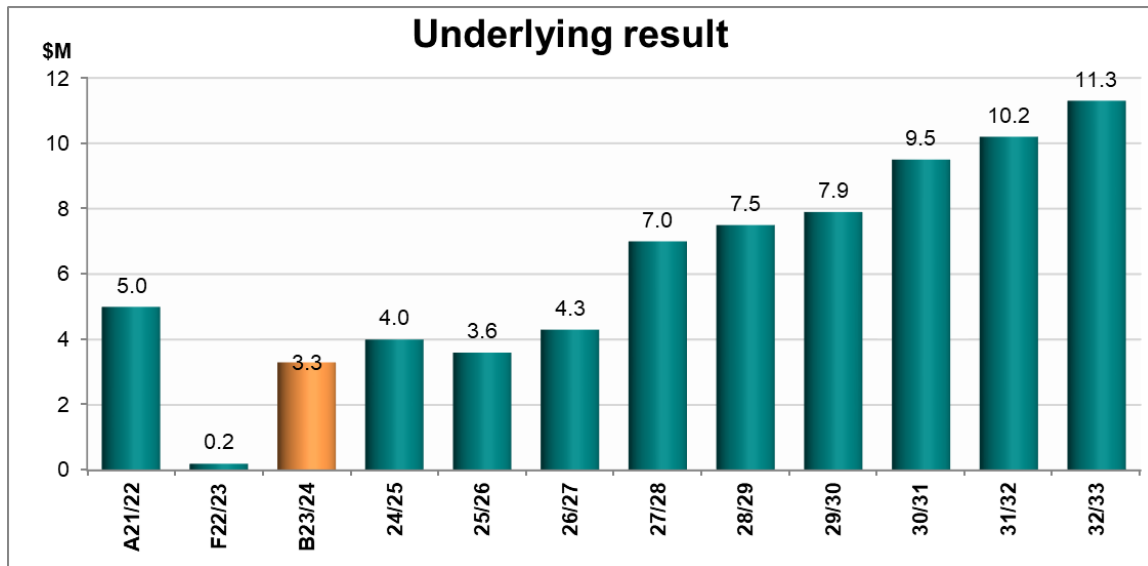
The Budget 2023/24, which funds a \$65.3 million capital portfolio program and maintains existing service levels, includes a 3.50 per cent rates increase, consistent with the Victorian Government cap. This has been achieved through a continued strong focus on prudent financial management, careful prioritisation and commitment to productivity and efficiency. A one-off rebate on general rates set at 3.5 per cent funded from favourable 2022/23 budgetary items including parking income and investment income will be provided in 2023/24 in recognition of the cost-of-living pressures that our community are facing.



Future rates increases are based on forward projections of inflation consistent with past decisions made by Minister of Local Government for setting the rates cap. The setting of the 2023/24 rates cap included a cost-of-living discount of 0.5 per cent which may occur again.

Underlying result

The adjusted underlying result excludes capital related revenue (grants and open space contributions). It assesses Council's ability to generate sufficient funds for asset renewals.

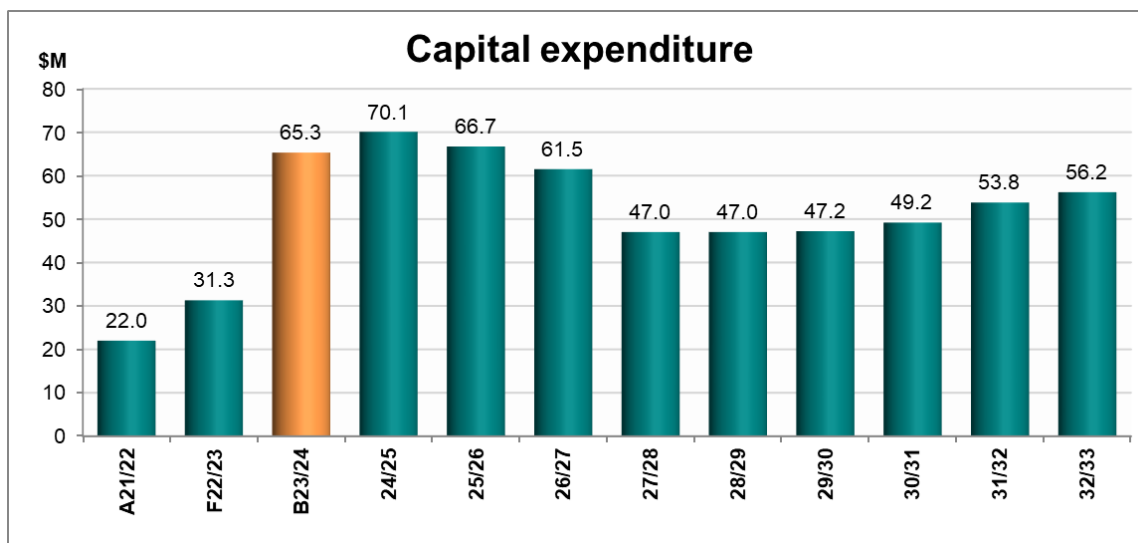


The underlying result varies significantly due to our reliance on external funding/contributions to fund our infrastructure asset works in the short term due to significant challenges in delivering our portfolio. For instance, Opens Space Contributions are collected, held in reserve, and drawn down to fund our Public Space Strategy.

Capital expenditure

Budget 2023/24 capital works expenditure of \$65.3 million has increased to address the reductions and deferrals over the last three years caused by the COVID-19 pandemic and sector wide shortages.

Capital works expenditure in 2023/24 is expected to be \$65.3 million, out of a total \$71.1 million capital program. The \$6 million gap represents the component of the capital program budget expected to be treated as operating expenditure, such as community engagement, feasibility studies and landscaping works.

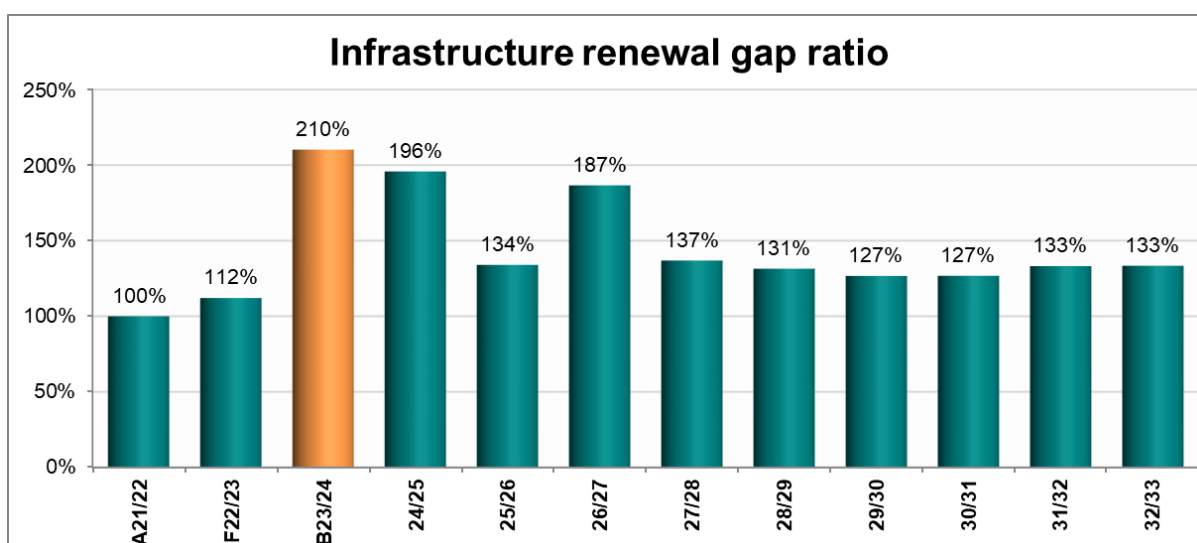


Over the period of the financial plan, Council provides for appropriate levels of capital expenditure to ensure existing assets are maintained and improved while also investing in growth driven assets. The target of at least 150 per cent of depreciation is expected to be achieved.

Infrastructure renewal gap

The infrastructure renewal gap ratio shows the asset renewal and upgrade budget over the 10-year Financial Plan compared to depreciation. It assesses if Council’s spend on its asset base is keeping up with the rate of asset depletion.

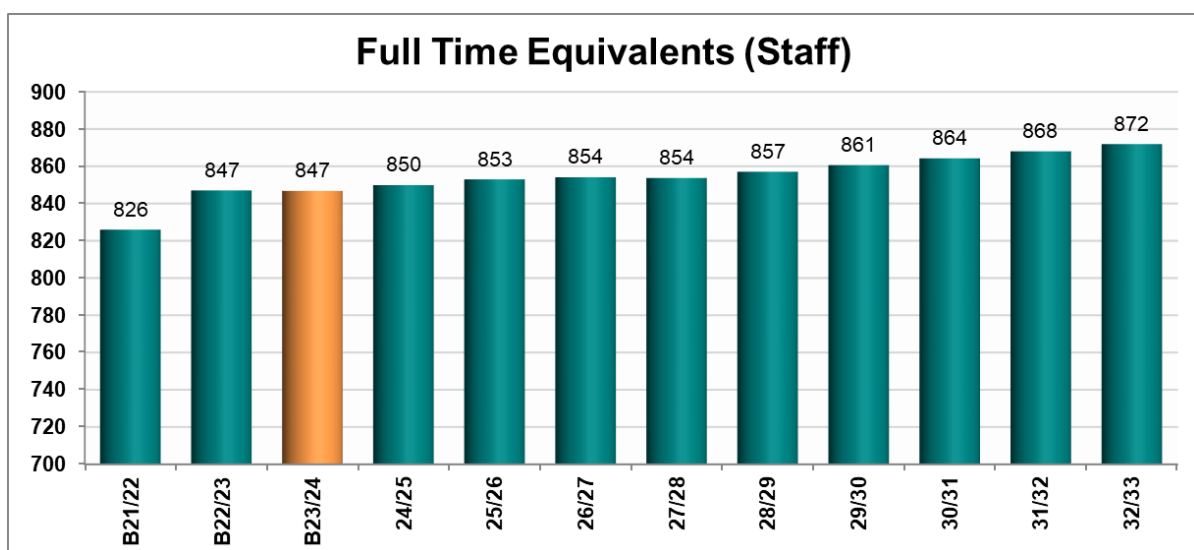
Budget 2023/24 renewal and upgrade expenditure in the capital portfolio has increased in order to address the reduction in financial years 2020/21 to 2022/23 caused by the COVID-19 pandemic and construction sector wide delays.



Over the period of the financial plan, Council intends to stay above 100 per cent, which shows commitment to not only maintaining but upgrading existing assets.

Council staff

Council employees are our most essential resource, enabling the delivery of a broad range of services. For Budget 2023/24, we are proposing minimal change to total FTE. Draft Budget includes new FTEs mostly for project delivery, compliance & safety, service demand increases, and or funded from additional income. We have included new targets to factor temporary vacancies/staff turnover in 2023/24 (such as aged-care services).



Over the life of the financial plan, officers expect the growth in FTEs to increase between 0.5 to 1.3 per cent to service projected population growth. This is offset by investment in technology (Clever Port Phillip program), which is expected to achieve productivity and efficiencies that will see the shift of back-office roles re-directed to service delivery and community-facing roles.

Rates expenditure allocation

This chart shows how rates and charges revenue is spent across our services averaged over the next four years, for every \$100 we spend.

Some services receive substantial funding from other sources, such as government grants, fees and charges.

Services	For every \$100 rates & charges we spend
Transport & Parking	17.55
Waste Management	11.45
Public Space Planning & Delivery	11.96
Technology	7.94
Amenity	7.35
Asset Management	8.87
Libraries	3.26
Recreation	4.10
Arts, Culture & Heritage	3.02
Governance Risk & Policy	4.34
Sustainability	2.56
People, Culture and Capability	3.05
Families & Young People	2.08
City Planning & Urban Design	2.26
Community Programs & Facilities	2.31
Customer Experience	1.87
Festivals	1.66
Communications & Engagement	1.62
Children	3.40
South Melbourne Market	2.03
Economic Development & Tourism	0.77
Affordable Housing & Homelessness	0.87
Ageing & Accessibility	1.13
Local Laws/Animal Management	0.73
Health Services	0.61
Municipal Emergency Management	0.29
Development Compliance	(1.57)
Financial and Project Management	(5.51)
Total	\$100.00

Delivering on our strategic directions

Four-year budget at a glance

	Operating (\$,000s)	Capital (\$,000s)	Value per \$100 of rates & charges
Inclusive Port Phillip	\$163,563	\$48,856	\$14
Liveable Port Phillip	\$253,230	\$141,926	\$32
Sustainable Port Phillip	\$147,952	\$24,087	\$21
Vibrant Port Phillip	\$102,583	\$45,562	\$11
Well Governed Port Phillip	\$243,181	\$28,926	\$22

Note: Our commitment includes funding for some major capital works that contribute to all directions and cannot be readily allocated.

Services

Inclusive Port Phillip

Service category and description

Affordable housing and homelessness

The value we provide:

1. Increased affordable housing for very low, low and moderate-income households in housing stress, including supported housing for persons who are experiencing homelessness and sleeping rough.
2. Prevention of homelessness, or reduced time spent without a secure home, for older Port Phillip residents facing housing stress or loss.
3. Creation of partnerships that work collectively to increase affordable housing and reduce homelessness.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	3,334	1,371	1,411	1,450
Capital	-	-	-	-

Service category and description

Ageing and accessibility

The value we provide:

1. Facilitate independence and promote social connectedness for older people and those with a disability, through the provision of high-quality support services and community building initiatives.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	7,626	8,260	8,518	8,763
Capital	45	191	-	-

Service category and description

Children

The value we provide:

1. Create healthy starts to life for children born and living in the City.
2. Support parents and children to be healthy and connected.
3. Offer programs to promote optimal development for children.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	17,725	18,304	18,879	19,430
Capital	820	1,216	2,990	5,500

Service category and description

Community programs and facilities

The value we provide:

1. Create opportunities that build social connections, value diversity and address health and wellbeing inequities in our communities.
2. Build the capacity of the local community sector to support vulnerable and disadvantaged community members.
3. Commitment to reconciliation and support for the Aboriginal and Torres Strait Islander Community.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	4,309	4,445	4,582	4,712
Capital	-	-	-	-

Service category and description

Families and young people

The value we provide:

1. Opportunities for all children, young people and families to be healthy and connected to reach their full potential.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	3,502	3,625	3,742	3,854
Capital	615	2,065	895	-

Service category and description**Recreation**

The value we provide:

1. Plan, deliver and activate sport, recreation and open space facilities and services to create community health and wellbeing.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	3,785	3,871	3,981	4,083
Capital	13,619	14,340	5,961	600

Liveable Port Phillip

Service category and description

Transport and parking management

The value we provide:

1. Support a reliable, safe and well-connected transport system
2. Enable people to more easily move around, connect and get to places as the City grows

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	25,609	25,033	25,530	26,220
Capital	6,871	18,451	8,897	18,174

Service category and description

City planning and urban design

The value we provide:

1. Strategic planning, controls and urban design outcomes to enhance Port Phillip's character and create a liveable, attractive and sustainable city.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	4,173	4,889	4,059	3,816
Capital	-	-	-	-

Service category and description

Development approval and compliance

The value we provide:

1. Support well designed, sustainable and safe development that protects heritage and neighbourhood character, maximises community benefit.
2. Support outdoor dining to enhance our City's liveability and vibrancy.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	8,536	8,863	9,156	9,440
Capital	160	-	-	-

Service category and description

Health

The value we provide:

1. Maintain, improve and protect public health in the community, through education and inspection services.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	2,127	2,205	2,277	2,346
Capital	-	-	-	-

Service category and description

Local Laws and animal management

The value we provide:

1. Protect Council assets, the environment and the health and safety of the community
2. Ensure responsible pet ownership.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	2,649	2,647	2,734	2,817
Capital	-	-	-	-

Service category and description

Municipal emergency management

The value we provide:

1. Operational and strategic emergency management services across preparedness, response and recovery.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	497	514	530	546
Capital	-	-	-	-

Service category and description

Public space

The value we provide:

1. High quality and unique parks, open spaces and foreshore for the enjoyment of our community and visitors.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	17,145	19,180	19,502	20,189
Capital	16,566	14,323	33,246	25,238

Sustainable Port Phillip

Service category and description

Sustainability

The value we provide:

1. Improve the sustainability of our City and respond to the Climate Emergency by reducing carbon emissions, water use and waste generation, increasing trees, vegetation and biodiversity, improving water quality and ensuring we are adapting and resilient to the impacts of climate change, including flooding and heat.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	4,632	4,277	3,739	3,735
Capital	7,921	2,879	3,162	1,760

Service category and description

Waste management

The value we provide:

1. A clean and safe city by keeping our streets, parks and foreshores clean and protecting the environment.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	19,413	20,057	21,161	21,755
Capital	500	304	295	295

Service category and description

Amenity

The value we provide:

1. A clean, safe and enjoyable environment that improves the ways our community and visitors experience the City.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	11,679	12,118	12,510	12,878
Capital	2,170	1,602	1,650	1,550

Vibrant Port Phillip

Service category and description

Arts & Culture

The value we provide:

1. Foster creative, diverse and inclusive participation in our arts and culture sectors while supporting the heritage and unique identity of Port Phillip.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	5,860	5,932	6,104	6,267
Capital	11,434	11,786	30	-

Service category and description

Economic development and tourism

The value we provide:

1. Local, domestic and international promotion to support residents, visitors and industry achieve stronger economic outcomes.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	1,774	1,641	1,024	1,055
Capital	-	-	-	-

Service category and description

Festivals

The value we provide:

1. Bring a wealth of benefits to a community including health and wellbeing of residents through to economic development for local businesses, cultural vibrancy and social engagement.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	4,188	4,309	4,440	4,560
Capital	-	-	-	-

Service category and description

Libraries

The value we provide:

1. Support learning, social engagement and community connectedness.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	5,106	5,299	5,473	5,641
Capital	1,152	1,187	1,152	2,322

Service category and description

South Melbourne Market

The value we provide:

1. Operate an engaging and entertaining market environment where our community and visitors spend time shopping, dining and supporting local business.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	8,149	8,350	8,594	8,817
Capital	1,861	3,687	8,621	6,331

Well Governed Port Phillip

Service category and description

Asset and property management

The value we provide:

1. Ensure Council has the right assets at the right time for the right cost to support service delivery now and in the future.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	14,462	14,892	15,345	15,768
Capital	6,799	5,687	7,190	6,375

Service category and description

Communications and engagement

The value we provide:

1. Inform the community about Council and facilitate opportunities for the community to inform Council projects, initiatives, policies and strategies.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	4,309	4,445	4,582	4,712
Capital	-	-	-	-

Service category and description

Customer experience

The value we provide:

1. Customers receive services that meet their needs and expectations, and they achieve their goals with greater ease and satisfaction.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	3,430	3,511	3,272	3,211
Capital	-	-	-	-

Service category and description

Finance and project management

The value we provide:

1. Ensure the financial sustainability and transparency of Council and that investments in projects deliver value for ratepayers.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	11,323	11,814	12,217	12,593
Capital	-	-	-	-

Service category and description

Governance, risk and policy

The value we provide:

1. Support sound decision-making through transparency, accountability, community participation, risk management and compliance.
2. Advocacy through partnerships with stakeholders to deliver on community priorities, co-create solutions to community challenges, and contribute to shared visions for the City.
3. Enable a safe workplace and a high performing workforce.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	7,816	8,100	8,301	8,531
Capital	-	-	-	-

Service category and description

People, culture and safety

The value we provide:

1. Enable a safe workplace and a high performing workforce.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	5,203	5,380	5,550	5,714
Capital	-	-	-	-

Service category and description

Technology

The value we provide:

1. Support Council operations including efficient and effective service delivery through information, communication and technology services.

Spend	2023/24 (\$,000s)	2024/25 (\$,000s)	2025/26 (\$,000s)	2026/27 (\$,000s)
Operational	13,141	13,586	14,020	14,421
Capital	650	824	700	700

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Communications and engagement	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
Development approvals and compliance	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Transport and parking management	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100
Waste management	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Local Laws and animal management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions

Service	Indicator	Performance Measure	Computation
Health	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Children	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100

Financial statements and Statutory Schedules

This section includes the following budgeted financial statements and schedules in accordance with the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020 and the Local Government Model Financial Report.

- Comprehensive income statement
- Income statement converted to cash
- Balance sheet
- Statement of changes in equity
- Statement of cash flows
- Statement of capital works
- Budget 2023/24 capital projects
- Summary of capital works expenditure 2024-28
- 2023-33 capital program
- 2023-27 operating projects
- Schedule of reserve movements
- Statement of human resources
- Summary of planned human resources
- Grants – operating
- Grants – capital
- Statement of borrowings
- Asset Plan by Class

Financial Statements

Comprehensive Income Statement

	Notes	Forecast Budget Projections										
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income / Revenue												
Rates and charges	1	139,651	142,707	152,057	156,531	161,771	167,786	173,906	180,096	186,553	193,459	200,637
Statutory fees and fines:												
• Parking fines	2	18,656	19,964	20,313	20,719	21,133	21,556	21,987	22,427	22,876	23,334	23,801
• Other statutory fees and fines	3	4,133	4,391	4,409	4,497	4,587	4,679	4,773	4,868	4,965	5,064	5,165
User fees:												
• Parking fees	2	19,570	21,030	21,327	21,410	21,845	22,291	22,726	23,149	23,581	24,047	24,524
• Other user fees	3	20,497	22,347	22,980	23,609	24,255	24,918	25,575	26,223	26,888	27,596	28,323
Grants - operating		11,325	11,761	11,855	12,153	12,449	12,753	13,052	13,345	13,645	13,965	14,293
Grants - capital	4	2,496	3,920	5,369	4,703	4,767	5,334	5,811	4,522	2,690	5,130	5,170
Contributions - monetary	5	5,793	4,815	5,740	5,740	5,740	4,160	4,160	4,160	4,160	4,160	4,160
Other income	6	26,842	29,427	28,322	28,544	28,599	28,661	28,846	29,837	30,315	31,185	32,050
Total Income / Revenue		248,964	260,362	272,372	277,906	285,145	292,138	300,835	308,627	315,673	327,940	338,122
Expenses												
Employee costs	7	98,014	104,698	109,285	112,894	116,488	120,209	124,032	127,691	131,561	135,695	139,973
Materials and services	8	91,304	90,630	95,011	94,649	95,585	95,142	97,066	100,085	101,415	104,132	106,672
Bad and doubtful debts - allowance for impairment losses		4,691	4,669	4,501	4,364	4,473	4,585	4,695	4,803	4,914	5,032	5,153
Depreciation		21,502	21,693	24,146	25,617	26,686	27,831	28,997	30,182	31,416	32,733	34,104
Amortisation - right of use assets		871	2,096	2,183	2,271	2,363	2,458	2,555	2,653	2,755	2,863	2,976
Borrowing costs		-	-	-	-	-	-	-	-	-	-	-
Finance Costs - leases	8	38	655	775	827	866	902	938	975	1,012	1,012	1,012
Other expenses		19,050	19,473	17,964	18,366	18,822	19,292	19,764	20,229	20,693	21,178	21,683
Net (gain)/loss on disposal of property, infrastructure, plant and equipment		5,033	4,392	3,392	4,892	5,031	5,174	5,315	5,455	5,598	5,751	5,908
Total Expenses		240,503	248,306	257,256	263,880	270,314	275,594	283,363	292,073	299,364	308,396	317,480
Operating Surplus/(Deficit) for the year		8,461	12,057	15,116	14,026	14,831	16,545	17,472	16,554	16,309	19,543	20,642

Budget 2023/24 Notes:

1. Rates increased by net \$3.1 million on 2022/23 forecast because of property/assessment growth and waste charge set at cost recovery increased by \$1.1 million reflect contract inflation, new tender pricing, State landfill levy increased by 8% – significantly above inflation, and new Multi-Unit Dwelling FOGO and Communal Hubs. A 3.50 per cent rates cap increase set by the Victorian Government is offset by a one-off 3.5% rates rebate.
2. Parking Revenue (Fees & Fines) increased by \$2.8 million on 2022/23 forecast with most of the COVID-19 pandemic impact removed. There has been strong recovery in parking utilisation in the recent months.
3. User Fees and Charges increased by \$2.1 million on 2022/23 forecast as services resume to normal levels of utilisation and including an average 3.75% increase on all user fees.
4. Operating grants to increase by \$0.4 million on 2022/23 Forecast mostly due to timing of receipt of grant income and slight reductions due reduced utilisation numbers. In previous years, the Victorian Grants Commission Financial Assistance Grants were prepaid.
5. Contributions to decrease by \$1 million on 2022/23 based on lower development activities. Developer contributions fluctuate materially over financial years, subject to development milestones.
6. Other income increasing by \$2.5 million on 2022/23 forecast mainly due to increased interest rates (investment earnings) and increased cash holdings.
7. An increase in employee costs of \$6.7 million (\$5.6 million budget on budget) due to a 3.1% Enterprise Agreement increase, Superannuation Guarantee rate increase from 10.5% to 11%. There is minimal change to total FTE. draft Budget 2023/24 includes new FTEs mostly for project delivery, compliance & safety, service demand increases, and cost neutral (conversion of casual/agency budget, reprioritised within the organisation, and revenue generating). We have included new targets to factor temporary vacancies/staff turnover in 2023/24 (such as aged-care services).
8. Materials and services decreasing by net \$0.7 million on 2022/23 forecast due to expected inflation at 4.5 per cent (1.0 per cent higher than rates cap of 3.50 per cent) which has been partially offset by \$4.0 million reduction in operating projects, ongoing \$1.1 million efficiency savings and \$1.5 million of contracted operating expenditure re-classified as lease repayments due to underlying right-of-use assets in contract

Income Statement converted to cash

	Notes	Forecast	Budget	Projections								
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Surplus/ (Deficit) for the year		8,461	12,057	15,116	14,026	14,831	16,545	17,472	16,554	16,309	19,543	20,642
Adjustments for non-cash operating items:												
• Add back depreciation & amortisation		22,373	23,789	26,329	27,888	29,049	30,289	31,552	32,835	34,171	35,596	37,080
• Add back written-down value of asset disposals		6,500	6,012	9,142	5,342	5,481	5,624	5,765	5,905	6,048	6,201	6,358
• Add back balance sheet work in progress reallocated to operating		1,200	1,200	1,231	1,262	1,294	1,326	1,358	1,389	1,421	1,455	1,490
Adjustments for investing items:												
• Less capital expenditure	1	(31,304)	(65,225)	(70,057)	(66,720)	(61,469)	(47,019)	(47,041)	(47,195)	(49,162)	(53,816)	(56,182)
Adjustments for financing items:												
• Less Lease Repayments		(738)	(2,233)	(2,640)	(2,816)	(2,948)	(3,072)	(3,194)	(3,318)	(3,447)	(3,447)	(3,447)
Adjustments for reserve movements:												
• Statutory Reserve Drawdown/ (Replenish)	2	(352)	11,098	5,899	11,698	491	-	-	-	-	-	-
• Discretionary Reserve Drawdown/ (Replenish)	3	(3,432)	6,402	15,451	9,699	13,493	(3,486)	(5,460)	(5,840)	(5,069)	(5,240)	(5,580)
Cash Surplus/(Deficit) for the Year		2,708	(6,901)	471	379	222	206	452	331	272	292	361
Opening Balance - Cash Surplus		5,236	7,944	1,043	1,514	1,893	2,115	2,321	2,773	3,103	3,375	3,668
Closing Cash Surplus Balance		7,944	1,043	1,514	1,893	2,115	2,321	2,773	3,103	3,375	3,668	4,029

Budget 2023/24 Notes:

- Capital expenditure, an increase of \$34 million on 2022/23 forecast (mostly deferrals from 2022/23), is appropriately funded at greater than 150 per cent of depreciation in line with our financial strategy to ensure assets are maintained and grow for population growth.
- Statutory Reserve net drawdown increases by \$11.5 million on 2022/23 forecast due to lower Open Space Contributions expected and significant higher drawdown for delayed projects to be completed in 2023/24.
- Discretionary Reserve net drawdown is an increase of \$10.1 million mainly due to project deferrals from 2022/23 and prior years being scheduled from completion in 2023/24.

Balance Sheet

	Forecast	Budget	Projections								
	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
ASSETS											
Current assets											
Cash and cash equivalents	15,377	7,756	8,342	6,740	4,404	4,576	3,035	5,787	6,755	5,986	8,673
Trade and other receivables	20,460	20,552	20,605	20,657	20,709	20,761	20,811	20,859	20,907	20,957	21,007
Other financial assets	133,000	118,000	98,000	80,000	70,000	75,000	84,000	89,000	95,000	103,000	108,000
Prepayments	3,092	3,106	3,114	3,122	3,130	3,138	3,146	3,153	3,160	3,168	3,176
Non current assets classified as held for sale	1,202	1,202	5,300	-	-	-	-	-	-	-	-
Other assets	560	563	564	565	566	567	568	569	570	571	572
Total current assets	173,691	151,179	135,925	111,084	98,810	104,042	111,560	119,368	126,392	133,682	141,428
Non-current assets											
Investments in associates and joint ventures	239	239	239	239	239	239	239	239	239	239	239
Trade and other receivables	549	549	549	549	549	549	549	549	549	549	549
Other financial assets	17,019	17,019	17,019	17,019	17,019	17,019	17,019	17,019	17,019	17,019	17,019
Property, infrastructure, plant and equipment	3,504,592	3,621,951	3,653,391	3,841,281	3,869,289	4,037,022	4,047,943	4,220,931	4,231,208	4,416,069	4,430,300
Right of use assets	1,007	1,154	3,211	3,730	4,207	4,638	5,023	5,360	5,845	6,271	6,635
Total non-current assets	3,523,406	3,640,912	3,674,408	3,862,817	3,891,301	4,059,466	4,070,772	4,244,098	4,254,859	4,440,147	4,454,741
TOTAL ASSETS	3,697,097	3,792,091	3,810,333	3,973,901	3,990,111	4,163,508	4,182,332	4,363,465	4,381,251	4,573,829	4,596,169
LIABILITIES											
Current liabilities											
Trade and other payables	19,832	20,724	21,263	21,795	22,340	22,898	23,448	23,987	24,539	25,128	25,731
Trust funds and deposits	7,322	7,651	7,850	8,046	8,247	8,453	8,656	8,855	9,059	9,276	9,499
Provisions	18,530	19,126	19,831	20,500	21,163	21,856	22,618	23,421	24,249	25,100	25,975
Interest-bearing liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	524	291	1,151	1,335	1,187	1,114	920	603	356	109	163
Total current liabilities	46,207	47,791	50,094	51,675	52,936	54,321	55,642	56,865	58,202	59,613	61,367
Non-current liabilities											
Provisions	2,207	2,278	2,362	2,442	2,521	2,604	2,695	2,791	2,890	2,991	3,095
Interest-bearing liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	635	878	1,618	1,408	1,447	1,337	1,277	1,267	1,307	1,396	1,236
Total non current liabilities	2,842	3,156	3,980	3,850	3,968	3,941	3,972	4,058	4,197	4,387	4,331
TOTAL LIABILITIES	49,049	50,947	54,074	55,525	56,904	58,262	59,614	60,923	62,399	64,000	65,698
NET ASSETS	3,648,048	3,741,144	3,756,259	3,918,376	3,933,207	4,105,246	4,122,718	4,302,543	4,318,852	4,509,829	4,530,471
EQUITY											
Accumulated surplus	635,470	665,027	701,492	736,914	765,730	778,788	790,800	801,514	812,753	827,057	842,119
Asset revaluation reserve	2,880,775	2,961,814	2,961,814	3,109,905	3,109,905	3,265,400	3,265,400	3,428,670	3,428,670	3,600,104	3,600,104
Other reserves	131,803	114,303	92,954	71,557	57,572	61,059	66,519	72,359	77,429	82,668	88,248
TOTAL EQUITY	3,648,048	3,741,144	3,756,260	3,918,376	3,933,207	4,105,247	4,122,719	4,302,543	4,318,852	4,509,829	4,530,471

Statement of changes in equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2024				
Balance at beginning of the financial year	3,648,048	635,470	2,880,775	131,803
Comprehensive result	12,057	12,057	-	-
Net asset revaluation increment(decrement)	81,039	-	81,039	-
Transfer to other reserves	-	(30,139)	-	30,139
Transfer from other reserves	-	47,639	-	(47,639)
Balance at end of the financial year	3,741,144	665,027	2,961,814	114,303
2025				
Balance at beginning of the financial year	3,741,144	665,027	2,961,814	114,303
Comprehensive result	15,115	15,115	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(20,343)	-	20,343
Transfer from other reserves	-	41,693	-	(41,693)
Balance at end of the financial year	3,756,259	701,492	2,961,814	92,954
2026				
Balance at beginning of the financial year	3,756,259	701,492	2,961,814	92,954
Comprehensive result	14,025	14,025	-	-
Net asset revaluation increment(decrement)	148,091	-	148,091	-
Transfer to other reserves	-	(13,170)	-	13,170
Transfer from other reserves	-	34,567	-	(34,567)
Balance at end of the financial year	3,918,376	736,914	3,109,905	71,557
2027				
Balance at beginning of the financial year	3,918,376	736,914	3,109,905	71,557
Comprehensive result	14,831	14,831	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(13,508)	-	13,508
Transfer from other reserves	-	27,492	-	(27,492)
Balance at end of the financial year	3,933,207	765,729	3,109,905	57,572
2028				
Balance at beginning of the financial year	3,933,207	765,729	3,109,905	57,572
Comprehensive result	16,544	16,544	-	-
Net asset revaluation increment(decrement)	155,495	-	155,495	-
Transfer to other reserves	-	(12,058)	-	12,058
Transfer from other reserves	-	8,572	-	(8,572)
Balance at end of the financial year	4,105,246	778,787	3,265,400	61,059

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2029				
Balance at beginning of the financial year	4,105,246	778,787	3,265,400	61,059
Comprehensive result	17,472	17,472	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(16,957)	-	16,957
Transfer from other reserves	-	11,496	-	(11,496)
Balance at end of the financial year	4,122,718	790,799	3,265,400	66,519
2030				
Balance at beginning of the financial year	4,122,718	790,799	3,265,400	66,519
Comprehensive result	16,554	16,554	-	-
Net asset revaluation increment(decrement)	163,270	-	163,270	-
Transfer to other reserves	-	(13,849)	-	13,849
Transfer from other reserves	-	8,009	-	(8,009)
Balance at end of the financial year	4,302,542	801,513	3,428,670	72,359
2031				
Balance at beginning of the financial year	4,302,542	801,513	3,428,670	72,359
Comprehensive result	16,309	16,309	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(10,525)	-	10,525
Transfer from other reserves	-	5,456	-	(5,456)
Balance at end of the financial year	4,318,851	812,752	3,428,670	77,429
2032				
Balance at beginning of the financial year	4,318,851	812,752	3,428,670	77,429
Comprehensive result	19,543	19,543	-	-
Net asset revaluation increment(decrement)	171,434	-	171,434	-
Transfer to other reserves	-	(10,650)	-	10,650
Transfer from other reserves	-	5,410	-	(5,410)
Balance at end of the financial year	4,509,828	827,056	3,600,104	82,668
2033				
Balance at beginning of the financial year	4,509,828	827,056	3,600,104	82,668
Comprehensive result	20,642	20,642	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(10,990)	-	10,990
Transfer from other reserves	-	5,410	-	(5,410)
Balance at end of the financial year	4,530,470	842,118	3,600,104	88,248

Statement of cash flows

	Forecast	Budget	Projections								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities											
Rates and charges	139,651	142,707	152,057	156,531	161,771	167,786	173,906	180,096	186,553	193,459	200,637
Statutory fees and fines											
• Parking fines	16,752	18,060	18,543	19,091	19,401	19,717	20,043	20,380	20,723	21,068	21,419
• Other statutory fees and fines	4,649	4,907	4,925	5,013	5,103	5,195	5,289	5,384	5,481	5,580	5,681
User fees											
• Parking fees	23,349	24,955	25,282	25,373	25,852	26,342	26,821	27,286	27,761	28,274	28,798
• Other user fees	24,172	19,254	20,023	20,707	21,409	22,129	22,846	23,551	24,274	25,042	25,833
Grants - operating	11,325	11,761	11,855	12,153	12,449	12,753	13,052	13,345	13,645	13,965	14,293
Grants - capital	2,496	3,920	5,369	4,703	4,767	5,334	5,811	4,522	2,690	5,130	5,170
Contributions - monetary	5,793	4,815	5,740	5,740	5,740	4,160	4,160	4,160	4,160	4,160	4,160
Interest received	4,318	6,609	4,920	4,166	3,393	2,835	2,409	2,502	2,660	2,876	3,071
Net trust funds taken	53,415	55,819	57,131	58,552	60,015	61,516	62,984	64,424	65,906	67,496	69,117
Other receipts	14,921	14,595	14,973	15,777	16,412	16,811	17,205	17,921	17,994	18,414	18,846
Net GST refund	8,192	10,798	11,388	10,918	10,378	8,859	8,937	9,111	9,341	9,923	10,271
Employee costs	(97,834)	(104,294)	(108,763)	(112,419)	(116,026)	(119,720)	(123,473)	(127,093)	(130,942)	(135,058)	(139,317)
Materials and services	(98,332)	(103,612)	(109,204)	(108,465)	(108,953)	(107,059)	(109,151)	(112,463)	(114,063)	(117,414)	(120,378)
Trust funds and deposits repaid	(53,100)	(55,490)	(56,932)	(58,356)	(59,814)	(61,310)	(62,781)	(64,225)	(65,702)	(67,279)	(68,894)
Other payments	(11,117)	(10,933)	(9,000)	(9,173)	(9,398)	(9,633)	(9,874)	(10,112)	(10,343)	(10,579)	(10,829)
Net cash provided by operating activities	48,651	43,871	48,308	50,311	52,498	55,715	58,182	58,789	60,139	65,056	67,878
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(31,304)	(65,225)	(70,057)	(66,720)	(61,469)	(47,019)	(47,041)	(47,195)	(49,162)	(53,816)	(56,182)
Proceeds from the sale of property, infrastructure, plant and equipment	1,467	1,620	5,750	450	450	450	450	450	450	450	450
Payments for investments	(15,000)	-	-	-	-	(5,000)	(9,000)	(5,000)	(6,000)	(8,000)	(5,000)
Proceeds from sale of investments	-	15,000	20,000	18,000	10,000	-	-	-	-	-	-
Net cash used in investing activities	(44,837)	(48,605)	(44,307)	(48,270)	(51,019)	(51,569)	(55,591)	(51,745)	(54,712)	(61,366)	(60,732)
Cash flows from financing activities											
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-	-	-	-	-	-	-
Interest paid - lease liabilities	(38)	(655)	(775)	(827)	(866)	(902)	(938)	(975)	(1,012)	(1,012)	(1,012)
Repayment of lease liabilities	(738)	(2,233)	(2,640)	(2,816)	(2,948)	(3,072)	(3,194)	(3,318)	(3,447)	(3,447)	(3,447)
Net cash provided by / (used in) financing activities	(776)	(2,888)	(3,415)	(3,643)	(3,814)	(3,975)	(4,132)	(4,292)	(4,459)	(4,459)	(4,459)
Net increase (decrease) in cash and cash equivalents	3,038	(7,622)	586	(1,602)	(2,335)	172	(1,541)	2,752	968	(769)	2,687
Cash and cash equivalents at beginning of year	12,339	15,377	7,756	8,342	6,740	4,405	4,576	3,036	5,787	6,755	5,987

Statement of capital works

	Forecast		Budget Projections								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Building improvements	9,827	30,926	29,840	15,665	16,708	16,985	19,527	16,381	19,863	20,112	20,112
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Total buildings	9,827	30,926	29,840	15,665	16,708	16,985	19,527	16,381	19,863	20,112	20,112
Total property	9,827	30,926	29,840	15,665	16,708	16,985	19,527	16,381	19,863	20,112	20,112
Plant and equipment											
Plant, machinery and equipment	3,975	2,360	2,595	2,680	2,800	2,700	2,485	2,770	2,125	2,330	3,250
Fixtures, fittings and furniture	652	880	956	956	119	119	119	119	119	119	122
Computers and telecommunications	620	650	800	700	700	700	700	700	700	700	717
Heritage and artworks	-	30	-	30	-	30	-	30	-	30	-
Library books	949	852	852	852	852	852	852	852	852	852	852
Total plant and equipment	6,195	4,772	5,203	5,218	4,471	4,401	4,156	4,471	3,796	4,031	4,941
Infrastructure											
Roads	1,910	2,868	6,887	3,125	3,025	3,025	3,025	3,025	4,025	4,025	4,122
Bridges	100	105	4,480	-	-	-	-	-	-	-	-
Footpaths and cycleways	2,909	3,600	5,609	5,016	14,333	5,305	5,545	6,045	6,195	6,295	6,395
Drainage	1,970	1,299	1,620	2,512	1,460	2,448	1,450	1,570	1,700	1,840	1,990
Parks, open space and streetscapes	8,392	21,655	16,418	35,184	21,472	14,855	13,338	15,703	13,583	17,513	18,623
Total infrastructure	15,281	29,528	35,014	45,837	40,290	25,633	23,358	26,343	25,503	29,673	31,130
Total capital works expenditure	31,304	65,225	70,057	66,720	61,469	47,019	47,041	47,195	49,162	53,816	56,182

	Forecast		Budget Projections									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Represented by:												
New asset expenditure	3,355	9,255	5,500	28,495	5,532	4,232	4,234	4,248	4,425	4,843	5,056	
Asset renewal expenditure	13,018	18,533	24,414	18,048	25,817	19,748	19,757	19,822	20,648	22,603	23,597	
Asset upgrade expenditure	11,081	27,001	22,794	16,256	23,973	18,337	18,346	18,406	19,173	20,988	21,911	
Asset expansion expenditure	3,850	10,436	17,348	3,921	6,147	4,702	4,704	4,720	4,916	5,382	5,618	
Total capital works expenditure	31,304	65,225	70,057	66,720	61,469	47,019	47,041	47,195	49,162	53,816	56,182	
Funding sources represented by:												
Grants	3,590	4,410	5,660	5,003	5,067	5,634	6,111	4,822	2,990	5,430	5,470	
Contributions	334	-	-	-	-	-	-	-	-	-	-	
Reserves	15,226	38,239	38,984	23,717	12,992	7,522	9,446	6,959	4,406	4,360	4,360	
Council cash	12,154	22,576	25,413	38,000	43,409	33,863	31,484	35,414	41,766	44,026	46,352	
Borrowings	-	-	-	-	-	-	-	-	-	-	-	
Total capital works expenditure	31,304	65,225	70,057	66,720	61,469	47,019	47,041	47,195	49,162	53,816	56,182	

Schedule of reserve movements

Cash Backed Reserves	1 July 2022 Opening Balance	2022/23			2023/24			2024/25		
		Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance
Note	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Statutory Reserves										
Open Space Contributions (Resort & Recreation Levy)										
• Open Space Contributions excluding FBURA	43,639	3,680	(3,328)	43,991	1,900	(13,348)	32,543	3,180	(11,579)	24,144
• Fishermans Bend Urban Renewal Area (FBURA)	-	-	-	-	350	-	350	2,500	-	2,850
Total Open Space Contributions (Resort & Recreation Levy)	43,639	3,680	(3,328)	43,991	2,250	(13,348)	32,893	5,680	(11,579)	26,994
• Car Parking Reserve	1,791	-	-	1,791	-	-	1,791	-	-	1,791
• Trust Funds and Deposits	7,007	315	-	7,322	329	-	7,651	199	-	7,850
Total Statutory Reserves	52,437	3,995	(3,328)	53,104	2,579	(13,348)	42,335	5,879	(11,579)	36,635
Non-Statutory Reserves										
Contractual Reserves										
• Child Care Infrastructure	6,009	913	(1,291)	5,631	923	(548)	6,006	1,311	(741)	6,576
• Middle Park Beach Nourishment	246	7	-	253	7	-	260	7	-	267
• Tied Grants	9,012	1,172	(4,431)	5,753	473	(3,929)	2,297	-	(159)	2,138
• Waste Charge	625	450	(133)	942	-	(615)	327	-	-	327
• ANAM Building Maintenance (South Melbourne Town Hall)	(27)	-	-	(27)	-	-	(27)	60	-	33
• Project Deferrals	23,450	11,322	(10,127)	24,645	830	(13,932)	11,543	-	(9,679)	1,864
Total Contractual Reserves	39,315	13,864	(15,982)	37,197	2,233	(19,024)	20,406	1,378	(10,579)	11,205
Strategic Reserves										
• Palais Theatre	2,599	925	(633)	2,891	939	(914)	2,916	985	(1,100)	2,801
• Strategic Property Fund	16,829	1,398	-	18,227	4,133	-	22,360	5,700	-	28,060
• In Our Backyard (Affordable Housing)	3,255	500	(2,000)	1,755	500	(2,000)	255	500	-	755
• Sustainable Transport	4,253	1,671	(1,466)	4,458	1,880	(1,069)	5,269	1,918	(1,450)	5,737
• St Kilda Marina & Foreshore	-	-	(55)	(55)	139	(300)	(216)	139	(2,245)	(2,322)
• Other	4,394	-	(160)	4,234	-	(1,000)	3,234	-	(1,500)	1,734
Total Strategic Reserves	31,330	4,494	(4,314)	31,510	7,591	(5,283)	33,818	9,242	(6,295)	36,765
General Reserves										
• Internal Borrowing - Fishermans Bend Investments	(8,772)	2,158	-	(6,614)	2,308	-	(4,306)	158	-	(4,148)
• Internal Borrowing - Other	(31)	-	(261)	(292)	165	(873)	(1,000)	165	-	(835)
• Asset Renewal Fund and Risk	21,291	2,983	(1,302)	22,972	11,800	(9,111)	25,661	-	(13,240)	12,421
• Smart Technology Fund	(10,059)	1,400	-	(8,659)	1,400	-	(7,259)	1,400	-	(5,859)
• Municipal Growth Reserve (incl Fishermans Bend)	3,516	392	-	3,908	2,392	-	6,300	321	-	6,621
• Rates Cap Challenge	6,000	-	-	6,000	-	-	6,000	2,000	-	8,000
Total General Reserves	11,944	6,933	(1,563)	17,314	18,065	(9,984)	25,395	4,044	(13,240)	16,199
Total Non-Statutory Reserves	82,589	25,291	(21,859)	86,021	27,889	(34,291)	79,619	14,663	(30,114)	64,168
Total Cash-backed Reserves	135,026	29,286	(25,187)	139,125	30,468	(47,639)	121,954	20,542	(41,693)	100,803

Cash Backed Reserves	2025/26			2026/27			2027/28			2028/29		
	Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance
Note	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Statutory Reserves												
Open Space Contributions (Resort & Recreation Levy)												
• Open Space Contributions excluding FBURA	3,180	(17,378)	9,946	3,180	(6,171)	6,955	4,100	(4,100)	6,955	4,100	(4,100)	6,955
• Fishermans Bend Urban Renewal Area (FBURA)	2,500	-	5,350	2,500	-	7,850	-	-	7,850	-	-	7,850
Total Open Space Contributions (Resort & Recreation Levy)	5,680	(17,378)	15,296	5,680	(6,171)	14,805	4,100	(4,100)	14,805	4,100	(4,100)	14,805
• Car Parking Reserve	-	-	1,791	-	-	1,791	-	-	1,791	-	-	1,791
• Trust Funds and Deposits	1	196	-	201	-	8,247	206	-	8,453	203	-	8,656
Total Statutory Reserves	5,876	(17,378)	25,133	5,881	(6,171)	24,843	4,306	(4,100)	25,049	4,303	(4,100)	25,252
Non-Statutory Reserves												
Contractual Reserves												
• Child Care Infrastructure	1,344	(1,181)	6,739	1,378	(2,221)	5,896	1,412	(2,762)	4,546	1,412	(3,786)	2,172
• Middle Park Beach Nourishment	13	-	280	9	-	289	9	-	298	9	-	307
• Tied Grants	-	(100)	2,038	-	-	2,038	-	-	2,038	-	-	2,038
• Waste Charge	-	-	327	-	-	327	-	-	327	-	-	327
• ANAM Building Maintenance (South Melbourne Town Hall)	60	-	93	60	(60)	93	60	(60)	93	60	(60)	93
• Project Deferrals	-	(1,224)	640	-	(640)	0	-	-	0	-	-	0
Total Contractual Reserves	1,417	(2,505)	10,117	1,447	(2,921)	8,643	1,481	(2,822)	7,302	1,481	(3,846)	4,936
Strategic Reserves												
• Palais Theatre	1,010	-	3,810	1,035	-	4,846	1,062	-	5,908	1,088	(1,000)	5,996
• Strategic Property Fund	400	(10,000)	18,460	400	(5,000)	13,860	400	-	14,260	400	-	14,660
• In Our Backyard (Affordable Housing)	-	-	755	-	-	755	-	-	755	-	-	755
• Sustainable Transport	1,706	(750)	6,693	1,740	(9,500)	(1,067)	1,775	(750)	(42)	1,811	(750)	1,019
• St Kilda Marina & Foreshore	101	(2,200)	(4,421)	631	(2,500)	(6,290)	647	(300)	(5,943)	662	(300)	(5,581)
• Other	-	(1,734)	0	-	-	0	-	-	0	-	-	0
Total Strategic Reserves	3,217	(14,684)	25,297	3,806	(17,000)	12,104	3,884	(1,050)	14,937	3,961	(2,050)	16,849
General Reserves												
• Internal Borrowing - Fishermans Bend Investments	158	-	(3,990)	158	-	(3,832)	158	-	(3,674)	158	-	(3,516)
• Internal Borrowing - Other	165	-	(670)	165	-	(505)	165	-	(340)	165	-	(175)
• Asset Renewal Fund and Risk	2	500	-	500	-	13,421	500	-	13,921	500	-	14,421
• Smart Technology Fund	1,400	-	(4,459)	1,400	-	(3,059)	1,400	-	(1,659)	1,400	-	(259)
• Municipal Growth Reserve (incl Fishermans Bend)	3	333	-	351	-	7,305	371	-	7,676	5,192	-	12,868
• Rates Cap Challenge	4	300	-	-	(1,400)	6,900	-	(600)	6,300	-	(1,500)	4,800
Total General Reserves	2,856	-	19,055	2,574	(1,400)	20,230	2,594	(600)	22,223	7,415	(1,500)	28,138
Total Non-Statutory Reserves	7,490	(17,189)	54,470	7,828	(21,321)	40,976	7,958	(4,472)	44,462	12,857	(7,396)	49,923
Total Cash-backed Reserves	13,366	(34,567)	79,602	13,709	(27,492)	65,819	12,264	(8,572)	69,511	17,160	(11,496)	75,175

Cash Backed Reserves	Note	2029/30			2030/31			2031/32			2032/33		
		Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Statutory Reserves													
Open Space Contributions (Resort & Recreation Levy)													
• Open Space Contributions excluding FBURA		4,100	(4,100)	6,955	4,100	(4,100)	6,955	4,100	(4,100)	6,955	4,100	(4,100)	6,955
• Fishermans Bend Urban Renewal Area (FBURA)		-	-	7,850	-	-	7,850	-	-	7,850	-	-	7,850
Total Open Space Contributions (Resort & Recreation Levy)		4,100	(4,100)	14,805	4,100	(4,100)	14,805	4,100	(4,100)	14,805	4,100	(4,100)	14,805
• Car Parking Reserve		-	-	1,791	-	-	1,791	-	-	1,791	-	-	1,791
• Trust Funds and Deposits	1	199	-	8,855	204	-	9,059	217	-	9,276	223	-	9,499
Total Statutory Reserves		4,299	(4,100)	25,451	4,304	(4,100)	25,655	4,317	(4,100)	25,872	4,323	(4,100)	26,095
Non-Statutory Reserves													
Contractual Reserves													
• Child Care Infrastructure		1,446	(2,799)	819	1,479	(246)	2,052	1,549	(200)	3,401	1,586	(200)	4,787
• Middle Park Beach Nourishment		9	-	316	9	-	325	9	-	334	9	-	343
• Tied Grants		-	-	2,038	-	-	2,038	-	-	2,038	-	-	2,038
• Waste Charge		-	-	327	-	-	327	-	-	327	-	-	327
• ANAM Building Maintenance (South Melbourne Town Hall)		60	(60)	93	60	(60)	93	60	(60)	93	60	(60)	93
• Project Deferrals		-	-	0	-	-	0	-	-	0	-	-	0
Total Contractual Reserves		1,515	(2,859)	3,593	1,548	(306)	4,835	1,618	(260)	6,193	1,655	(260)	7,588
Strategic Reserves													
• Palais Theatre		1,113	-	7,109	1,139	-	8,248	1,167	-	9,415	1,196	-	10,611
• Strategic Property Fund		400	-	15,060	400	-	15,460	400	-	15,860	400	-	16,260
• In Our Backyard (Affordable Housing)		-	-	755	-	-	755	-	-	755	-	-	755
• Sustainable Transport		1,847	(750)	2,116	1,884	(750)	3,250	1,922	(750)	4,422	1,960	(750)	5,632
• St Kilda Marina & Foreshore		678	(300)	(5,203)	693	(300)	(4,810)	710	(300)	(4,401)	727	(300)	(3,974)
• Other		-	-	0	-	-	0	-	-	0	-	-	0
Total Strategic Reserves		4,038	(1,050)	19,836	4,116	(1,050)	22,903	4,199	(1,050)	26,052	4,282	(1,050)	29,284
General Reserves													
• Internal Borrowing - Fishermans Bend Investments		158	-	(3,358)	158	-	(3,200)	158	-	(3,042)	158	-	(2,884)
• Internal Borrowing - Other		165	-	(10)	165	-	155	10	-	165	-	-	165
• Asset Renewal Fund and Risk	2	-	-	14,421	-	-	14,421	-	-	14,421	-	-	14,421
• Smart Technology Fund		259	-	0	-	-	0	-	-	0	-	-	0
• Municipal Growth Reserve (incl Fishermans Bend)	3	2,814	-	15,681	438	-	16,119	465	-	16,584	494	-	17,078
• Rates Cap Challenge	4	800	-	5,600	-	-	5,600	100	-	5,700	300	-	6,000
Total General Reserves		4,196	-	32,334	761	-	33,095	733	-	33,828	952	-	34,780
Total Non-Statutory Reserves		9,749	(3,909)	55,763	6,425	(1,356)	60,832	6,550	(1,310)	66,072	6,890	(1,310)	71,652
Total Cash-backed Reserves		14,048	(8,009)	81,214	10,729	(5,456)	86,487	10,867	(5,410)	91,944	11,213	(5,410)	97,747

Statement of human resources

	Budget		Budget Projections								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Employee costs - operating	99,126	104,698	109,285	112,895	116,488	120,209	124,032	127,691	131,561	135,695	139,973
Employee costs - capital	2,250	4,712	4,844	4,980	5,120	4,864	4,996	5,126	5,259	5,402	5,548
Total staff expenditure	101,376	109,410	114,129	117,875	121,609	125,073	129,028	132,817	136,820	141,097	145,521
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers											
Employees	847	847	850	853	854	854	857	861	864	868	872
Total staff numbers	847	847	850	853	854	854	857	861	864	868	872

	Budget		Budget Projections								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
City Growth & Development	25,707	28,161	29,091	30,031	31,004	32,009	33,018	34,028	35,072	36,187	37,339
Community Wellbeing and Inclusion	25,850	26,287	27,155	28,032	28,939	29,877	30,819	31,763	32,738	33,778	34,854
Operations and Infrastructure	22,601	23,239	24,006	24,782	25,584	26,414	27,248	28,082	28,944	29,864	30,815
Governance, Capability and Experience	14,710	17,256	17,826	18,402	18,998	19,614	20,232	20,852	21,491	22,174	22,880
Total permanent operating staff expenditure	88,868	94,943	98,077	101,248	104,524	107,915	111,316	114,724	118,245	122,002	125,889
Casual and temporary employee costs	6,955	3,544	3,643	3,746	3,851	3,959	4,066	4,172	4,281	4,397	4,516
External contractors and other expenditure	3,303	6,211	7,564	7,901	8,113	8,335	8,649	8,794	9,035	9,296	9,568
Capital employee costs	2,250	4,712	4,844	4,980	5,120	4,864	4,996	5,126	5,259	5,402	5,548
Total staff expenditure	101,376	109,410	114,129	117,875	121,609	125,073	129,028	132,817	136,820	141,097	145,521

	Budget Projections										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure											
<u>City Growth & Development</u>											
Permanent Full Time	21,321	24,223	25,042	25,869	26,724	27,609	28,499	29,392	30,315	31,300	32,321
• Female	10,699	11,736	12,204	12,671	13,156	13,660	14,172	14,691	15,231	15,809	16,410
• Male	10,622	12,487	12,837	13,198	13,568	13,949	14,327	14,700	15,083	15,492	15,911
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	4,386	3,939	4,049	4,163	4,280	4,400	4,519	4,637	4,758	4,886	5,019
• Female	2,112	2,448	2,516	2,587	2,659	2,734	2,808	2,881	2,956	3,037	3,119
• Male	2,274	1,491	1,533	1,576	1,620	1,666	1,711	1,755	1,801	1,850	1,900
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total City Growth & Development	25,707	28,161	29,091	30,031	31,004	32,009	33,018	34,028	35,072	36,187	37,339
<u>Community Wellbeing and Inclusion</u>											
Permanent Full Time	15,580	15,764	16,336	16,910	17,505	18,122	18,746	19,374	20,026	20,722	21,445
• Female	11,591	11,700	12,158	12,614	13,088	13,582	14,083	14,590	15,117	15,680	16,267
• Male	3,989	4,064	4,178	4,296	4,416	4,540	4,663	4,785	4,909	5,042	5,179
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	10,270	10,523	10,818	11,122	11,434	11,755	12,074	12,388	12,711	13,056	13,409
• Female	8,360	8,023	8,248	8,480	8,718	8,963	9,205	9,445	9,691	9,954	10,223
• Male	1,910	2,500	2,570	2,642	2,717	2,793	2,869	2,943	3,020	3,102	3,186
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Community Wellbeing and Inclusion	25,850	26,287	27,155	28,032	28,939	29,877	30,819	31,763	32,738	33,778	34,854
<u>Operations and Infrastructure</u>											
Permanent Full Time	21,622	22,170	22,908	23,653	24,423	25,220	26,021	26,823	27,653	28,537	29,453
• Female	7,322	7,212	7,414	7,622	7,836	8,056	8,274	8,490	8,711	8,947	9,190
• Male	14,300	14,958	15,493	16,030	16,586	17,164	17,747	18,333	18,941	19,590	20,263
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	979	1,069	1,099	1,130	1,161	1,194	1,226	1,258	1,291	1,326	1,362
• Female	781	760	781	803	825	849	872	894	918	943	968
• Male	198	309	318	327	336	345	355	364	374	384	394
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Operations and Infrastructure	22,601	23,239	24,006	24,782	25,584	26,414	27,248	28,082	28,944	29,864	30,815

	Budget Budget Projections										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Governance, Capability and Experience											
Permanent Full Time	12,898	15,425	15,943	16,466	17,008	17,568	18,131	18,695	19,279	19,902	20,546
• Female	7,309	8,086	8,313	8,547	8,786	9,033	9,278	9,520	9,768	10,032	10,304
• Male	5,589	7,142	7,428	7,712	8,008	8,315	8,627	8,944	9,274	9,626	9,992
• Self-described gender	-	197	202	208	214	220	226	231	237	244	251
Permanent Part Time	1,812	1,832	1,883	1,936	1,990	2,046	2,101	2,156	2,212	2,272	2,334
• Female	1,647	1,440	1,481	1,522	1,565	1,609	1,652	1,695	1,740	1,787	1,835
• Male	165	309	318	327	336	345	355	364	374	384	394
• Self-described gender	-	82	85	87	89	92	94	97	99	102	105
Total Governance, Capability and Experience	14,710	17,256	17,826	18,402	18,998	19,614	20,232	20,852	21,491	22,174	22,880
Casual, temporary employees and other costs	10,258	9,755	11,208	11,647	11,964	12,294	12,716	12,967	13,316	13,693	14,084
Capital Employees	3,742	4,712	4,844	4,980	5,120	4,864	4,996	5,126	5,259	5,402	5,548
Total staff expenditure	102,868	109,410	114,129	117,875	121,609	125,073	129,028	132,817	136,820	141,097	145,521

	Budget	Budget Projections									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
City Growth & Development											
Permanent Full Time	177.9	187.1	188.5	189.7	190.9	192.1	193.4	194.7	196.1	197.4	198.8
• Female	90.5	91.5	92.9	94.1	95.3	96.5	97.8	99.1	100.5	101.8	103.2
• Male	87.4	95.6	95.6	95.6	95.6	95.6	95.6	95.6	95.6	95.6	95.6
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	39.5	35.3	35.3	35.3	35.3	35.3	35.3	35.3	35.3	35.3	35.3
• Female	19.1	20.9	20.9	20.9	20.9	20.9	20.9	20.9	20.9	20.9	20.9
• Male	20.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total City Growth & Development	217.4	222.4	223.8	225.0	226.2	227.4	228.7	230.0	231.4	232.7	234.1
Community Wellbeing and Inclusion											
Permanent Full Time	141.4	132.8	134.1	135.2	136.3	137.5	138.7	139.9	141.2	142.4	143.7
• Female	109.4	98.9	100.2	101.3	102.4	103.6	104.8	106.0	107.3	108.5	109.8
• Male	32.0	33.9	33.9	33.9	33.9	33.9	33.9	33.9	33.9	33.9	33.9
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	111.0	109.0	108.4	108.4	108.4	108.4	108.4	108.4	108.4	108.4	108.4
• Female	87.7	79.7	79.1	79.1	79.1	79.1	79.1	79.1	79.1	79.1	79.1
• Male	23.3	29.3	29.3	29.3	29.3	29.3	29.3	29.3	29.3	29.3	29.3
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Community Wellbeing and Inclusion	252.4	241.8	242.5	243.6	244.7	245.9	247.1	248.3	249.6	250.8	252.1
Operations and Infrastructure											
Permanent Full Time	175.9	181.7	182.9	183.8	184.8	185.9	186.9	188.0	189.1	190.2	191.4
• Female	55.7	55.4	55.4	55.4	55.4	55.4	55.4	55.4	55.4	55.4	55.4
• Male	120.2	126.3	127.5	128.4	129.4	130.5	131.5	132.6	133.7	134.8	136.0
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Permanent Part Time	8.2	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3
• Female	6.2	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4
• Male	2.0	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9
• Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total Operations and Infrastructure	184.1	191.0	192.2	193.1	194.1	195.2	196.2	197.3	198.4	199.5	200.7

	Budget	Budget Projections									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<u>Governance, Capability and Experience</u>											
Permanent Full Time	106.0	109.3	110.2	110.9	111.6	112.4	113.2	114.0	114.8	115.6	116.5
• Female	58.0	57.8	57.8	57.8	57.8	57.8	57.8	57.8	57.8	57.8	57.8
• Male	48.0	49.5	50.4	51.1	51.8	52.6	53.4	54.2	55.0	55.8	56.7
• Self-described gender	-	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Permanent Part Time	15.6	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4	15.4
• Female	14.6	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4
• Male	1.0	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4
• Self-described gender	-	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Total Governance, Capability and Experience	121.6	124.7	125.6	126.3	127.0	127.8	128.6	129.4	130.2	131.0	131.9
Casual and temporary employees	35.7	31.5	30.5	29.5	28.6	27.7	26.8	25.9	25.1	24.2	23.4
Capital Employees	35.5	35.4	35.4	35.4	33.4	29.7	29.7	29.7	29.7	29.7	29.7
Total staff numbers	846.7	846.8	849.9	853.0	854.1	853.7	857.1	860.6	864.3	868.0	871.9

Operating grants

Operating Grant Funding Types and Source	Budget	Forecast	Budget	Change	
	2022/23 \$'000	2022/23 \$'000	2023/24 \$'000	\$'000	%
Recurrent - Australian Government					
Victoria Grants Commission	647	647	3,132	2,485	384%
Recreation	30	30	40	10	33%
Community Health	660	738	745	6	1%
General home care	2,617	3,081	2,850	(231)	-7%
Immunisation	11	11	11	0	0%
Recurrent - State Government					
Arts	0	250	100	(150)	-60%
Community Health	92	122	96	(26)	-21%
Family and Children	869	1,100	843	(257)	-23%
General home care	619	646	632	(15)	-2%
Immunisation	48	48	48	0	0%
Libraries	755	755	777	22	3%
Maternal & Child Health	943	858	860	2	0%
Recreation	50	50	50	0	0%
School crossing supervisors	157	199	170	(29)	-15%
Street & Beach Cleaning	240	240	250	10	4%
Total recurrent grants	7,737	8,775	10,602	1,828	21%
Non-recurrent - Australian Government					
Family and Children	17	46	0	(46)	-100%
General home care	462	462	463	1	0%
Other	0	30	0	(30)	-100%
Non-recurrent - Victorian Government					
Community Health	0	328	0	(328)	-100%
Family and Children	22	22	0	(22)	-100%
General home care		32	0	(32)	-100%
Other	0	1,045	695	(350)	-34%
Recreation	0	585	0	(585)	-100%
Transport	690	0	0	0	0%
Total non-recurrent grants	1,191	2,550	1,158	(1,392)	-55%
Total operating grants	8,928	11,325	11,761	436	4%

Capital grants

Capital Grant Funding Types and Source	Budget 2022/23 \$'000	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000
<i>Recurrent - Australian Government</i>				
Roads	300	300	300	-
<i>Recurrent - Victorian Government</i>				
	-	-	-	-
Total recurrent grants	300	300	300	0
<i>Non-recurrent - Australian Government</i>				
Buildings	420	463	-	463
Parks, Open Space and Streetscape	2,049	27	-	27
Roads	252	-	175	(175)
Footpaths and Cycleways	581	134	-	134
Drainage	240	-	-	-
<i>Non-recurrent - Victorian Government</i>				
Parks, Open Space and Streetscape	708	1,019	1,053	(34)
Footpaths and Cycleways	575	151	20	131
Buildings	-	135	2,372	(2,237)
Plant, Machinery and Equipment	-	87	-	87
Roads	-	180	-	180
Total non-recurrent grants	4,825	2,196	5,400	59
Total capital grants	5,125	2,496	3,920	1,424

Statement of borrowings

Loans	Forecast 2022/23 \$'000	Budget 2023/24 \$'000
Total amount to be borrowed as at 30 June of prior year	0	0
Total amount to be borrowed	0	0
Total amount projected to be redeemed	0	0
Total amount proposed to be borrowed as at 30 June	0	0

The statement of borrowings excludes financial leases which are classified as Lease Liabilities in the Balance Sheet in accordance with accounting standards.

Council Property Leases

Council gives notice of its intention to lease the following properties on the terms listed below pursuant to section 115 of the Act to be disclosed in the Budget 2023/24

Property Address	Permitted Use	Commencing Rent (Excl. GST)	Lease Term
17 Eildon Road, St Kilda	Childcare Centre	\$104.00 (If demanded)	Up to 5 years
46 Tennyson St, Elwood	Childcare Centre	\$104.00 (If demanded)	Up to 5 years
39 The Avenue, Balaclava	Childcare Centre	\$104.00 (If demanded)	Up to 5 years
3/1A St Vincent Place, Albert Park	Bowls and associated club activities	\$480.00	5 years
38 Blessington St, St Kilda	Environmental Education Facility	\$104.00	Up to 2 Years
Office, 147 Liardet Street Port Melbourne	Office	Market Rent	Up to 6 Years
Level 1, 200 Bank Street South Melbourne	Office	Market Rent	Up to 6 Years
55A Blessington Street	Environmental Education Facility	\$104.00	Up to 10 years

10 Year Portfolio Program

Budget 2023/24 Capital works program

Capital Works 2023/24	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowing \$'000
Property												
Buildings	2,526	27,000	29,526	1,308	6,812	14,997	3,883	6,513	2,372	12,833	7,808	-
Building Renewal and Upgrade Program	-	396	396	-	336	59	-	168	-	-	228	-
Building Safety and Accessibility Program	155	1,321	1,476	338	353	462	168	1,304	-	-	172	-
Children's Centres Improvement Program	-	479	479	189	100	127	63	-	272	207	-	-
HVAC, Air and Energy Improvement Program	-	529	529	-	340	189	-	-	-	176	353	-
Minor Capital Works (Buildings) Program	-	1,420	1,420	-	836	584	-	105	-	165	1,150	-
EcoCentre Redevelopment	10	4,933	4,943	-	1,480	3,453	-	1,170	2,100	1,000	673	-
Lagoon Reserve Pavilion & Sports Field	606	3,590	4,196	-	718	1,077	1,795	-	-	1,950	2,246	-
Palais Theatre Concrete Spalling	-	487	487	-	146	341	-	398	-	89	-	-

Capital Works 2023/24	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowing \$'000
Elder Smith Netball Courts and Pavilion	399	1,653	2,052	-	-	-	1,653	44	-	1,874	134	
SMM Cecil St Essential Services Connect	-	309	309	-	124	186	-	137	-	172	-	
South Melbourne Town Hall Renewal Upgrade	1,000	8,500	9,500	-	1,275	7,225	-	2,060	-	6,390	1,050	
Palais Theatre Tunnels Rectification	50	640	690	-	192	448	-	-	-	690	-	
Library Facilities Improvement Program	-	300	300	-	150	150	-	50	-	-	250	
Tennyson St. SMM Stall Base Build	150	10	160	-	10	-	-	160	-	-	-	
Changeover	20	190	210	-	114	76	-	-	-	-	210	
SMM Renewal Works	28	142	170	-	85	57	-	-	-	-	170	
Albert Park Bowls Club Pavilion Upgrade	-	215	215	-	54	161	-	-	-	-	215	
Elwood Reserve Change and Umpire Rooms	50	393	443	393	-	-	-	-	-	-	443	
SMM Project Connect	-	175	175	53	35	53	35	-	-	-	175	
Public Toilet Plan Program	-	630	630	279	181	-	170	345	-	120	165	-
South Melbourne Market Compliance Works Program	59	690	749	58	283	350	-	574	-	-	175	-
Total property	2,526	27,000	29,526	1,308	6,812	14,997	3,883	6,513	2,372	12,833	7,808	-
Plant and equipment												

Capital Works 2023/24	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowing \$'000
Plant, machinery and equipment	-	2,360	2,360	500	1,860	-	-	-	-	-	2,360	-
Fleet Renewal Program	-	1,860	1,860	-	1,860	-	-	-	-	-	1,860	-
Bin Purchases and Replacement Program	-	1,860	1,860	-	1,860	-	-	-	-	-	1,860	-
Fixtures, fittings and furniture	106	733	839	-	293	440	-	-	-	-	839	-
Workplace Renewal and Upgrade Program	98	690	789	-	276	414	-	-	-	-	789	-
Council Furniture and Fittings	8	43	50	-	17	26	-	-	-	-	50	-
Computers and telecommunications	-	650	650	-	650	-	-	-	-	-	650	-
Core ICT Infra Upgrade and Refresh	-	650	650	-	650	-	-	-	-	-	650	-
Library books	-	852	852	852	-	-	-	-	-	-	852	-
Library Purchases	-	852	852	852	-	-	-	-	-	-	852	-
Total plant and equipment	106	4,625	4,731	1,352	2,803	440	30	-	-	-	4,731	-
Infrastructure												
Roads	105	2,383	2,488	125	1,198	1,060	-	307	435	75	1,671	-
Blackspot Safety Improvements Program	-	135	135	68	-	68	-	-	135	-	-	-
Kerb and Gutter Renewal Program	25	338	363	42	203	93	-	82	-	-	281	-
Laneway Renewal and Upgrade Program	-	345	345	-	224	121	-	-	-	-	345	-

Capital Works 2023/24	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowing \$'000
Local Area Traffic Management Infrastructure Program	15	100	115	-	40	60	-	-	-	-	115	-
Pier Road and Bay Trail Safety Upgrade Pedestrian Infrastructure Program	-	225	225	-	135	90	-	225	-	-	-	-
Road Renewal Program	65	1,165	1,230	-	596	569	-	-	300	-	930	-
Bridges	-	80	80	-	80	-	-	-	-	-	80	-
Broadway Bridge Works	-	80	80	-	80	-	-	-	-	-	80	-
Footpaths and cycleways	115	3,084	3,199	68	1,531	1,482	4	-	20	75	3,105	-
Bike Infrastructure Program	65	30	95	4	3	20	4	-	20	75	-	-
Footpath Renewal Program	-	2,117	2,117	-	1,228	889	-	-	-	-	2,117	-
Kerb and Gutter Renewal Program	-	325	325	-	98	228	-	-	-	-	325	-
Laneway Renewal and Upgrade Program	16	86	102	-	56	30	-	-	-	-	102	-
Local Area Traffic Management Infrastructure	34	234	268	-	94	140	-	-	-	-	268	-
West Beach Boardwalk Accessibility Pedestrian Infrastructure Program	-	213	213	-	53	160	-	-	-	-	213	-
	-	80	80	64	-	16	-	-	-	-	80	-

Capital Works 2023/24	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowing \$'000
Drainage	10	1,224	1,234	-	608	581	35	115	-	89	1,030	-
Stormwater Harvesting Design	-	89	89	-	36	53	-	-	-	89	-	-
Stormwater Management Program	-	965	965	-	545	420	-	-	-	-	965	-
Water Sensitive Urban Program	10	170	180	-	28	108	35	115	-	-	65	-
Parks, open space and streetscapes	3,005	19,014	22,019	5,776	4,387	5,635	3,217	4,369	1,297	11,996	4,358	-
Danks Street Biolink	-	300	300	300	-	-	-	-	300	-	-	-
Maritime Infrastructure Renewal Program	28	187	215	-	158	29	-	40	-	-	175	-
St Kilda Adventure Playground Upgrade	170	125	295	-	19	106	-	170	-	-	125	-
Alma Park Playspace Upgrade	58	315	373	-	95	221	-	-	75	298	-	-
Elwood Foreshore Facilities Development	-	170	170	9	80	63	19	170	-	-	-	-
Gasworks Arts Park Reinstatement	180	640	820	192	128	320	-	-	-	820	-	-
Graham St Overpass Skatepark and Carpark	158	748	906	-	150	150	449	86	-	455	365	-
Acland Street Plaza planting and HVM	133	717	850	-	287	430	-	850	-	-	-	-
JL Murphy Comm Pitch Synthetic Field	425	1,280	1,706	256	-	384	640	548	-	1,158	-	-

Capital Works 2023/24	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowing \$'000
Moubray St Community Park	64	1,010	1,074	505	-	505	-	-	618	456	-	-
North Port Oval Perimeter Upgrade	136	444	580	-	178	266	-	-	-	349	231	-
Palais Theatre and Luna Park Precinct	628	2,436	3,064	-	731	1,218	487	1,025	-	2,039	-	-
Sol Green Reserve Upgrade	-	125	125	-	50	75	-	-	-	63	63	-
St Kilda Promenade Safety Upgrade	-	475	475	-	143	95	238	15	-	230	230	-
St Kilda Pier Landside Works Upgrade	300	1,050	1,350	-	315	210	525	85	-	640	625	-
St Vincent Gardens Playground	30	255	285	-	77	51	128	-	-	143	142	-
Ludwig Stamer Reserve Play Space Upgrade	50	100	150	-	40	10	50	-	-	150	-	-
Hewison Reserve Upgrade	72	192	264	-	77	115	-	133	-	131	-	-
J Talbot Reserve Basketball Upgrade	-	33	33	-	8	8	17	13	-	20	-	-
SK Junction Underpass Safety Upgrade	-	207	207	-	207	-	-	207	-	-	-	-
Sandridge Bay Trail Safety Upgrade	-	215	215	-	-	215	-	215	-	-	-	-
Public Space Minor Capital Works	100	817	917	163	654	-	-	-	60	240	617	-

Capital Works 2023/24	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowing \$'000
Expand Pakington Street Reserve	-	240	240	-	-	48	192	-	-	200	40	-
Public Space Expansion Strategy	-	3,600	3,600	3,600	-	-	-	-	-	3,600	-	-
Skidders Adventure Playground Upgrade 1	1	219	220	219	-	-	-	-	-	220	-	-
Little Page Reserve Playground Renewal	-	103	103	82	-	21	-	-	-	-	103	-
Conservation of South African War Memorial	-	92	92	-	-	92	-	-	-	-	92	-
Public Space Lighting Renewal and Upgrade Program	111	832	943	-	425	407	-	725	-	-	218	-
Public Toilet Plan Program	50	244	294	-	195	49	-	50	244	-	-	-
Sport and Recreation Infrastructure Renewal and Upgrade Program	20	281	301	12	66	90	113	7	-	134	160	-
Sports Fields Lighting Expansion Program	200	625	825	438	-	-	188	-	-	650	175	-
Sports Playing Field Renewal Program	7	358	365	-	307	51	-	30	-	-	335	-
Water Sensitive Urban Program	84	579	663	-	-	405	174	-	-	-	663	-
Total infrastructure	3,235	25,785	29,020	5,968	7,804	8,758	3,256	4,791	1,752	12,235	10,243	-

Capital Works 2023/24	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowing \$'000
TOTAL capital works expenditure 2023/24	5,867	57,410	63,367	8,627	17,419	24,195	7,169	11,304	4,124	25,068	22,782	-
Project Contingency	-	7,815	-	673	2,357	3,234	1,551	1,780	211	3,385	2,438	-
Total Capital Works	5,867	65,225	71,092	9,300	19,776	27,429	8,720	13,084	4,335	28,453	25,220	-

Summary of capital works expenditure 2024-27

Capital Works 2024/25	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
Property												
Buildings	4,944	29,840	34,784	1,391	5,150	16,316	7,054	5,214	839	16,612	12,120	-
Total Property	4,944	29,840	34,784	1,391	5,150	16,316	7,054	5,214	839	16,612	12,120	-
Plant and Equipment												
Plant, machinery and equipment	-	2,595	2,595	295	2,100	200	-	-	-	-	2,595	-
Fixtures, fittings and furniture	119	956	1,075	-	382	574	-	435	-	500	140	-
Computers and telecommunications	-	800	800	-	800	-	-	-	-	-	800	-
Library books	-	852	852	852	-	-	-	-	-	-	852	-
Total Plant and Equipment	119	5,203	5,322	1,147	3,282	774	-	435	-	500	4,387	-
Infrastructure												
Roads	228	6,887	7,115	-	4,262	2,625	-	1,358	832	-	4,925	-
Bridges	-	4,480	4,480	-	4,480	-	-	-	2,240	2,240	-	-
Footpaths and cycleways	308	5,609	5,917	234	1,842	3,280	253	7	865	1,475	3,571	-
Drainage	100	1,620	1,720	-	1,188	432	-	185	-	640	895	-
Parks, open space and streetscape	2,707	16,418	19,126	2,729	5,147	6,081	2,461	1,161	-	8,021	9,944	-
Total Infrastructure	3,344	35,014	38,358	2,963	16,920	12,418	2,714	2,710	3,937	12,376	19,335	-
Total Capital Works Expenditure	8,407	70,057	78,464	5,500	25,352	29,507	9,768	8,359	4,776	29,487	35,842	-

Capital Works 2025/26	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Deferral \$'000	Grants/ Contrib. \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
Property												
Buildings	6,182	15,665	21,847	3,101	5,022	6,584	986	-	1,303	1,181	19,363	-
Total Property	6,182	15,665	21,847	3,101	5,022	6,584	986	-	1,303	1,181	19,363	-
Plant and Equipment												
Plant, machinery and equipment	-	2,680	2,680	295	2,185	200	-	-	-	-	2,680	-
Fixtures, fittings and furniture	119	956	1,075	-	382	574	-	935	-	-	140	-
Computers and telecommunications	-	700	700	-	700	-	-	-	-	-	700	-
Heritage plant and equipment	-	30	30	-	-	-	30	-	-	-	30	-
Library books	-	852	852	852	-	-	-	-	-	-	852	-
Total Plant and Equipment	119	5,218	5,337	1,147	3,267	774	30	935	-	-	4,402	-
Infrastructure												
Roads	-	3,125	3,125	-	2,446	679	-	-	1,000	-	2,125	-
Footpaths and cycleways	356	5,016	5,372	4	2,429	2,580	4	-	-	450	4,922	-
Drainage	100	2,512	2,612	-	1,545	967	-	-	-	1,612	1,000	-
Parks, open space and streetscape	1,249	35,184	36,432	24,243	4,039	5,200	1,702	-	550	27,443	8,439	-
Total Infrastructure	1,705	45,837	47,542	24,246	10,459	9,426	1,706	-	1,550	29,505	16,486	-
Total Capital Works Expenditure	8,006	66,720	74,726	28,495	18,748	16,784	2,721	935	2,853	30,686	40,251	-

Capital Works 2026/27	Budget			Asset Expenditure Type				Funding sources				
	Operating Cost	Capital Cost	Project Cost	New	Renewal	Upgrade	Expansion	Deferral	Grants/Contrib.	Reserves	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property												
Buildings	5,534	16,708	22,242	3,591	5,207	6,565	1,344	-	2,327	2,221	17,694	-
Total Property	5,534	16,708	22,242	3,591	5,207	6,565	1,344	-	2,327	2,221	17,694	-
Plant and Equipment												
Plant, machinery and equipment	-	2,800	2,800	295	2,305	200	-	-	-	-	2,800	-
Fixtures, fittings and furniture	21	119	140	-	48	71	-	-	-	-	140	-
Computers and telecommunications	-	700	700	-	700	-	-	-	-	-	700	-
Library books	-	852	852	852	-	-	-	-	-	-	852	-
Total Plant and Equipment	21	4,471	4,492	1,147	3,053	271	-	-	-	-	4,492	-
Infrastructure												
Roads	-	3,025	3,025	-	2,306	719	-	-	1,000	-	2,025	-
Footpaths and cycleways	416	14,333	14,749	1,147	3,598	8,480	1,108	-	-	9,500	5,249	-
Drainage	100	1,460	1,560	-	1,124	336	-	-	-	560	1,000	-
Parks, open space and streetscape	1,305	21,472	22,777	9,778	6,132	4,239	1,323	-	650	10,533	11,594	-
Total Infrastructure	1,821	40,290	42,111	10,925	13,160	13,774	2,430	-	1,650	20,593	19,867	-
Total Capital Works Expenditure	7,376	61,469	68,845	15,664	21,420	20,611	3,774	-	3,977	22,814	42,053	-

2023-33 Capital Projects

Inclusive Port Phillip

Project name	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Ageing & Accessibility										
Access Improvements to Council Buildings	45	130	-	-	-	-	-	-	-	-
Children										
Children's Centres Improvement Program	479	752	2,325	4,100	4,950	6,280	4,045	49	-	-
Children's Centres Minor Capital Works	165	178	178	178	178	178	178	178	178	178
Families and young people										
St Kilda Adventure Playground Upgrade	295	1,705	-	-	-	-	-	-	-	-
Skidders Adventure Playground Upgrade 1 & 2	220	-	627	-	-	-	-	-	-	-
Recreation										
Graham St Overpass Skatepark and Carpark	906	41	703	-	-	-	-	-	-	-
JL Murphy Community Pitch Synthetic Field	1,706	-	-	-	-	-	-	-	-	-
Lagoon Reserve Pavilion & Sports Field	4,196	5,594	-	-	-	-	-	-	-	-
North Port Oval Perimeter Upgrade	580	-	-	-	-	-	-	-	-	-
Elder Smith Netball Courts and Pavilion	2,052	1,508	-	-	-	-	-	-	-	-
Albert Park Bowls Club Pavilion Upgrade	215	-	-	-	-	-	-	-	-	-
Elwood Reserve Change and Umpire Rooms	443	-	-	-	-	-	-	-	-	-
Sport and Recreation Infrastructure Renewal and Upgrade Program	334	300	350	300	300	300	300	300	300	300
Sports Fields Lighting Expansion Program	825	-	50	200	200	200	200	200	200	200
Sports Playing Field Renewal Program	365	980	2,530	100	1,400	100	1,400	100	1,400	100
Total	12,824	11,187	6,762	4,878	7,028	7,058	6,123	827	2,078	778

Liveable Port Phillip

Project name	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Public Space										
Maritime Infrastructure Renewal Program	215	605	650	650	650	650	650	650	650	650
Alma Park Playspace Upgrade	373	-	-	-	-	-	-	-	-	-
Elwood Foreshore Facilities Development	170	478	962	7,142	7,192	-	-	-	-	-
Gasworks Arts Park Reinstatement	820	1,310	1,330	-	-	-	-	-	-	-
Acland Street Plaza Greening and HVM	850	-	-	-	-	-	-	-	-	-
Cobden Place Pocket Park	-	-	1,680	-	-	-	-	-	-	-
Moubray St Community Park	1,074	-	-	-	-	-	-	-	-	-
Palais Theatre and Luna Park Precinct	3,064	-	-	-	-	-	-	-	-	-
Sol Green Reserve Upgrade	125	1,410	-	-	-	-	-	-	-	-
St Kilda Promenade Safety Upgrade	475	2,464	-	-	-	-	-	-	-	-
St Kilda Pier Landside Works Upgrade	1,350	1,751	-	-	-	-	-	-	-	-
St Vincent Gardens Playground	285	325	-	-	-	-	-	-	-	-
West Beach Boardwalk Accessibility	213	-	-	-	-	-	-	-	-	-
Ludwig Stamer Reserve Play Space Upgrade	150	-	-	-	-	-	-	-	-	-
Hewison Reserve Upgrade	264	-	-	-	-	-	-	-	-	-
Sandridge Bay Trail Safety Upgrade	215	-	-	-	-	-	-	-	-	-
Public Space Minor Capital Works	1,020	1,200	1,200	1,200	1,200	1,200	1,320	1,320	1,200	1,200
Expand Pakington Street Reserve	240	-	-	-	-	-	-	-	-	-
Public Space Expansion Strategy	3,600	2,050	22,600	9,000	-	-	-	-	-	-
Woodstock Street Reserve	-	-	-	-	50	710	-	-	-	-
Glen Eira Avenue Reserve Upgrade	-	-	-	50	710	-	-	-	-	-
Bowen Crescent Reserve Upgrade	-	-	-	30	50	1,220	-	-	-	-
Expand the size of Eastern Reserve North	-	-	-	30	50	1,295	-	-	-	-
Elwood Foreshore Facilities Stages 2 & 3	-	-	-	-	-	2,800	3,500	3,500	3,500	4,200
Port Melbourne Light Rail Linear Parks Plan	-	130	500	100	400	320	-	-	-	-

Waterfront Place Framework Plan	-	-	50	100	850	-	-	-	-	-
Station Pier Linear Park minor upgrade	-	-	-	25	75	-	-	-	-	-
St K Botanical Garden Play Space Upgrade	-	-	-	-	100	280	1,600	-	-	-
South Beach Reserve, St Kilda Foreshore	-	-	-	-	-	-	50	350	100	-
Clarke Reserve Play Space Upgrade	-	50	450	-	-	-	-	-	-	-
Public Space Lighting Renewal and Upgrade Program	943	688	245	680	680	680	680	680	680	680
Transport and Parking										
Bike Infrastructure program	95	1,537	250	8,350	500	500	500	500	500	500
Blackspot Safety Improvements program	135	420	420	420	420	420	420	420	420	420
Footpath Renewal program	2,117	2,051	3,052	3,384	3,106	3,315	3,315	3,315	3,315	3,315
Kerb and Gutter Renewal program	688	807	825	825	860	860	860	860	860	860
Laneway Renewal and Upgrade program	447	294	235	235	235	235	235	235	235	235
Local Area Traffic Management Infrastructure Program	383	-	-	-	-	-	-	-	-	-
Pier Road and Bay Trail Safety Upgrade	225	2,673	-	-	-	-	-	-	-	-
Parking Technology Program	-	400	400	400	400	400	400	400	400	400
SK Junction Underpass Safety Upgrade	207	-	-	-	-	-	-	-	-	-
Pedestrian Infrastructure Program	155	760	900	905	700	700	700	700	700	700
Road Renewal Program	1,310	5,965	1,990	1,870	1,870	1,870	1,870	2,870	2,870	2,870
Total	21,367	27,367	37,739	35,396	20,098	17,455	16,100	15,800	15,430	16,030

Sustainable Port Phillip

Project name	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Amenity										
Public Toilet Plan Implementation Program	924	482	580	550	450	450	450	450	450	450
Stormwater Management Program	965	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Sustainability										
Greening Port Phillip	300	-	-	-	-	-	-	-	-	-
HVAC, Air and Energy Improvements Program	529	814	200	200	200	200	200	200	200	200
EcoCentre Redevelopment	5,033	-	-	-	-	-	-	-	-	-
Stormwater Harvesting Program	89	504	1,129	392	1,084	-	-	-	-	-
Catani Gardens Irrigation Upgrade	-	280	350	-	-	-	-	-	-	-
10Y Open Space Irrigation Renewal Upgrade	-	-	170	285	285	285	285	285	285	285
Water Sensitive Urban Design Program	843	740	600	600	600	600	600	600	600	600
Waste Management										
Bin Purchasing and Replacement Program	500	295	295	295	295	295	295	295	295	295
Total	9,183	4,115	4,324	3,322	3,914	2,830	2,830	2,830	2,830	2,830

Vibrant Port Phillip

Project name	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Arts, Culture and Heritage										
Palais Theatre Concrete Spalling	487	350	-	-	-	-	-	-	-	-
South Melbourne Town Hall Renewal Upgrade	9,500	3,739	-	-	-	-	-	-	-	-
Palais Theatre Tunnels Rectification	690	635	-	-	-	-	-	-	-	-
Art Acquisition	30	-	30	-	30	-	30	-	30	-
Conservation of South African War Memorial	92	176	-	-	-	-	-	-	-	-
Libraries										
Library Purchases	852	852	852	852	852	852	852	852	852	852
Library Facilities Improvement Program	300	300	300	1,470	1,470	1,470	1,470	1,470	1,470	1,470
South Melbourne Market										
South Melbourne Market Cecil St Essential Services Connect	309	-	-	-	-	-	-	-	-	-
South Melbourne Market Stall Base Build Changeover	210	110	110	110	110	110	110	110	110	110
South Melbourne Market Renewal Works	170	383	495	595	595	595	595	595	595	595
South Melbourne Market Project Connect	175	175	1,948	1,948	1,948	1,948	1,948	1,948	-	-
South Melbourne Market Compliance Works Program	749	2,254	3,854	2,113	1,190	980	560	-	-	-
Total	13,564	8,974	7,589	7,088	6,195	5,955	5,565	4,975	3,057	3,027

Well Governed Port Phillip

Project name	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Asset Management										
Building Renewal and Upgrade Program	396	1,980	2,540	2,540	2,540	2,540	2,540	2,540	2,540	2,540
Building Safety and Accessibility Program	1,431	466	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590
Building Renewal Program	1,255	-	-	-	-	-	-	-	-	-
Council Fleet Renewal Program	1,860	1,900	1,985	2,105	2,005	1,790	2,075	1,430	1,635	2,555
Workplace Plan Implementation	839	929	929	140	140	140	140	140	140	140
Technology										
Core ICT Infrastructure Upgrade and Refresh	650	800	700	700	700	700	700	700	700	700
Total	6,430	6,075	7,744	7,075	6,975	6,760	7,045	6,400	6,605	7,525
Total Capital Projects	63,367	57,718	64,158	57,759	44,210	40,058	37,663	30,832	30,000	30,190
Project name										
Budget Capacity/Contingency and Indexation	7,725	20,746	10,569	11,086	8,451	12,628	15,195	24,229	30,274	32,734
Grand total	71,092	78,464	74,726	68,845	52,661	52,686	52,858	55,061	60,274	62,924

2023-27 Operating Projects

Inclusive Port Phillip

Project name	2023- 24	2024- 25	2025- 26	2026- 27
Affordable housing and homelessness				
In Our Backyard	2,000	-	-	-
Total	2,000	-	-	-

Liveable Port Phillip

Project name	2023- 24	2024- 25	2025- 26	2026- 27
Public Space				
St Kilda Marina Project	300	2,245	2,200	2,500
Dogs off-leash guideline	150	-	-	-
Temporary Park Gibbs St	100	-	-	-
Coastal Planning	180	20	-	-
Glen Eira Avenue Reserve Trial	-	-	75	-
Blessington Street Temporary Road Closure	-	100	-	-
Green Line Upgrade Trial	120	90	-	-
Open Space & Tree Maintenance Review	40	-	-	-
City Planning and Urban Design				
Fishermans Bend Program	315	710	300	-
Housing Strategy	165	10	-	-
St Kilda Strategic Plan Implement Program	100	120	80	80
Planning Scheme Amendments Program	140	450	260	260
Heritage Program Implementation	220	340	50	-
St Kilda Triangle Feasibility	100	-	-	-
Transport & Parking				
Healthy Tracks Pedestrian Audits	40	-	-	-
Domain Precinct - Metro Tunnel Project	490	-	-	-
Parking Policy E-Permit Implementation	488	-	-	-
Local Laws & Animal Management				
Local Law Review	17	-	-	-
Footpath Trading Guidelines Review	80	-	-	-
Total	3,045	4,085	2,965	2,840

Sustainable Port Phillip

Project name	2023- 24	2024- 25	2025- 26	2026- 27
Sustainability				
Electrical Line Clearance	300	450	450	627
Community Electric Vehicle Charging	50	50	150	-
Elster Creek Catchment & Elsternwick Park	-	600	-	-
Energy Efficient Street Lighting Upgrade	1,057	-	-	-
Greening Port Phillip Program	640	640	640	640
South Melbourne Market Sustainability Initiative	75	75	75	-
Act and Adapt Strategy Implementation	340	140	28	-
Waste Management				
Waste Transformation Program	530	-	-	-
Total	2,992	1,955	1,343	1,267

Vibrant Port Phillip

Project name	2023- 24	2024- 25	2025- 26	2026- 27
Arts, Culture & Heritage				
Deliver Live Music Action Plan	75	-	-	-
Economic Development & Tourism				
Games Action Plan Implementation	75	-	-	-
Social and Economic Recovery	774	650	-	-
Libraries				
Library Action Plan Technology Implementation	60	60	60	60
Total	954	710	60	60

Well Governed Port Phillip

Project name	2023- 24	2024- 25	2025- 26	2026- 27
Governance, Risk and Policy				
Council Plan Development	70	116	70	70
Customer Experience				
Clever Council Program	1,380	1,380	1,070	940
Total	1,450	1,496	1,140	1,010
Unallocated Capacity	-	-	92	423
Grand Total	10,741	8,246	5,600	5,600

Rates and charges

This section presents information which the Act and regulations require to be disclosed in the Council's annual budget. The Valuer General Victoria has not yet certified our 2023 property valuation data; therefore, the following information is provisional and is subject to change.

It also contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Revenue Rating Strategy, also contained in this document.

Rating context

In developing the Financial Plan, rates and charges are identified as the main source of revenue, accounting for more than 55 per cent of the total revenue received by Council annually. Planning for future rate increases has historically been an important component of developing the Financial Plan. The Victorian Government has introduced the *Fair Go Rates System (FGRS)*, which sets out the maximum amount councils may increase rates in a year. For 2023/24 the FGRS cap has been set at 3.5 per cent. The cap applies to both general rates and municipal charges and is calculated based on a council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Port Phillip community. Council recognises the rising community concern regarding affordability of Council services, with rates and other essential services forming an increasing share of average household expenditure.

The community's expectation for better value in Council service delivery has been reflected in Council's decision-making. Council has recently launched several initiatives to ensure that its services are delivered in the most efficient and effective manner possible. These initiatives include a one-off Councillor led Cost Review Program, the ongoing successful drive for efficiency savings, resulting in operational savings of \$2.1 million (\$1.1 million ongoing and \$1 million one-off in the portfolio) adding to the \$3.8 million of permanent savings delivered since Budget 2021/22 and \$12.6 million delivered over the four budgets of the previous Council. Cumulative savings since the introduction of rates capping in 2016/17 are more than \$91 million. These initiatives have been supported by improved capability in Council planning, process improvement and project management.

To achieve Council's objectives while maintaining services levels and a strong capital expenditure program, the average general rate will increase by 3.5 per cent in line with the rate cap. A one-off rebate on general rates set at 3.5 per cent funded from favourable 2022/23 budgetary items including parking income and investment income will be provided in 2023/24 in recognition of the cost-of-living pressures that our community are facing. Draft Budget 2023.24 also includes a 1.0 per

cent rating reallocation from residential to non-residential property consistent with the Rating Strategy 2022-25.

Current year rates and charges

At the 7 December 2022 meeting, Council agreed not to apply to the Essential Services Commission for a variation to the rates cap in 2023/24 in line with Council's financial strategy. Council noted the approach to meeting the significant challenge of rate capping, more specifically identifying:

- opportunities to further reduce Council's cost base without impacting service levels (such as efficiencies identified through improvements in processes, procurement and project planning and delivery).
- opportunities to ensure that user fees and charges reflect the benefit that individual community members receive (that is, rates funding is not unreasonably subsidising services that provide private benefit).
- service delivery options, including changes to the way services are currently delivered and consideration of service level changes in areas of lower strategic priority.
- appropriate use of borrowings and reserves.

These measures have enabled Council to maintain service levels and a strong capital expenditure program and limit the rate increase to 3.5 per cent in 2023/24, in line with the rates cap set by the Victorian Government.

This table sets out future proposed increases in rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2023.

Proposed rates increase	2022/23 Forecast	2023/24 Budget	2023/24 Projection	2023/24 Projection	2023/24 Projection
General Rate increase %	1.75%	3.5%	2.6%	2.5%	2.5%
One-off General Rate Rebate %	-	(3.5%)	-	-	-
Waste Charges %	1.75%	9.10%	6.40%	3.40%	3.80%
Total Net Rates and Charges raised (\$,000)	139,651	142,707	152,057	156,531	161,771

Rates and charges

Rating structure

Council has established a rating structure that comprises two key elements:

- property values, forming the central basis of rating under the *Local Government Act 1989*
- a user-pays component to reflect usage of discretionary waste services (such as large bins) provided by Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

The Port Phillip Rating Strategy is outlined by the following key parameters:

- Using Capital Improved Value (CIV) as the base for rates allocation.
- Differential Rates will be set at property class: Residential, Commercial and Industrial. This enables Council to address issues with rates shift between classes as part of the annual budget process.
- Rate concessions for recreational land in accordance with the Cultural and Recreational Lands Act 1963, provision is made for a Council to grant a rating concession to any 'recreational lands' that meet the test of being rateable land under this Act. There are 27 recreational properties in Port Phillip that are rated under this Act.
- Waste Charges are to recover the cost of private benefits/direct waste services such as kerbside waste collections, hard waste collection, communal FOGO and glass recycling, and the Resource Recovery Centre operations.

Rates in 2023/24

This table summarises the rates to be determined for the 2023/24 year. A more detailed analysis of the rates to be raised is contained in the 'Declaration of Rates and Charges' section.

The Rating Strategy contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used.

Note the General Rate in the dollar is based on preliminary valuation data, which is subject to change based on final valuation data.

Type or class of land	How applied	2022/23	2023/24	Change
Residential properties rate in the dollar	Per \$ CIV	0.001615	0.001706	5.63%
Commercial properties rate in the dollar	Per \$ CIV	0.002062	0.002034	(1.36%)
Industrial properties rate in the dollar	Per \$ CIV	0.002073	0.002013	(2.89%)
Municipal charge	\$/ property	Nil	Nil	Nil
Default waste charge	\$/ property	\$176.20	\$198.20	12.5%
Commercial car park space waste charge	\$/ property	-	\$19.80	100%
Kerbside Single Unit Dwelling FOGO charge	\$/ property	\$88.10	\$66.00	(25.1%)
Annual garbage charge - non-rateable properties	\$/ property	\$402.00	\$436.00	8.5%
240 litre bin - annual service charge	\$/ property	\$221.00	\$248.00	12.2%

Declaration of rates and charges 2023/24

The estimated total amount to be raised by all rates and charges compared with the previous financial year:

Type of Charge	2022/23 (\$)	2023/24 (\$)	Change (\$)	Change (%)
General rates	125,688,871	131,861,792	6,172,922	4.9%
Municipal charge	0	0	0	0.0%
Net Waste charges	13,582,889	14,811,122	1,228,233	9.0%
Supplementary rates and charges	448,111	528,000	79,889	17.8%
Rate rebates and adjustments (including penalty interest)	(252,000)	(267,618)	(15,618)	(6.2%)
Cultural and recreational Charges	183,516	181,747	(1,769)	(1.0%)
One-Off General Rates Rebate	0	(4,407,885)	(4,407,885)	100%
Rates and charges	139,651,386	142,707,158	3,055,771	2.2%

The Differential rate in the dollar to be levied as general rates under section 158 of the Local Government Act 1989 for all type or class of land compared with the previous financial year. Refer to Differential Rates section for further information.

Type or class of land	2022/23	2023/24	Change
	Per \$ CIV	Per \$ CIV	(%)
General rate for rateable residential properties	0.001615	0.001706	5.63%
General rate for rateable commercial properties	0.002062	0.002034	(1.36%)
General rate for rateable industrial properties	0.002073	0.002013	(2.89%)

The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year.

Type or class of land	2022/23 (\$)	2023/24 (\$)	Change (\$)	Change (%)
Residential	102,593,720	107,598,096	5,004,376	4.9%
Commercial	18,469,674	19,399,263	929,589	5.0%
Industrial	4,625,477	4,864,433	238,956	5.2%
Total amount raised by general rates	125,688,871	131,861,792	6,172,921	4.9%

The basis of valuation to be used is the Capital Improved Value (CIV).

The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.

Type or class of land	2022/23 (\$ CIV)	2023/24 (\$ CIV)	Change (\$)	Change (%)
Residential	63,525,523,000	63,070,396,000	(455,127,000)	(0.7%)
Commercial	8,957,165,000	9,537,494,000	580,329,000	6.5%
Industrial	2,231,296,000	2,416,509,000	185,213,000	8.3%
Total value of land	74,713,984,000	75,024,399,000	310,415,000	0.4%

The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Type or class of land	2022/23 (number)	2023/24 (number)	Change (number)	Change (%)
Residential	67,250	63,070	(4,180)	(6.2%)
Commercial	6,830	9,537	2,707	39.6%
Industrial	964	2,417	1,453	151.0%
Total number of assessments	75,044	75,024	(20)	(0.03%)

The following one-off rebates are included in the draft Budget 2023/24

One-off Rebate Rates in Dollar	2023/24
	Per \$ CIV
General rate rebate for rateable residential properties	(0.000057)
General rate rebate for rateable commercial properties	(0.000068)
General rate rebate for rateable industrial properties	(0.000068)

Total value of one-off rebates

Total Rebate Values by Property Class	2023/24 (\$)
Residential	(3,595,013)
Commercial	(648,550)
Industrial	(164,323)
Total amount of one-off general rates rebate	(4,407,885)

The municipal charge under section 159 of the Local Government Act 1989 compared with the previous financial year.

Type of Charge	Per Rateable Property 2022/23 (\$)	Per Rateable Property 2023/24 (\$)	Change (\$)	Change (%)
Municipal	0	0	0	0.00%

The estimated total amount to be raised by municipal charges compared with the previous financial year.

Type of Charge	2022/23 (\$)	2023/24 (\$)	Change (\$)	Change (%)
Municipal	0	0	0	0.0%

The rate or unit amount to be levied for each type of service rate or charge under section 162 of the Local Government Act 1989 compared with the previous financial year.

Type of Charge	Per Rateable Property 2022/23 (\$)	Per Rateable Property 2023/24 (\$)	Change (\$)	Change (%)
Default waste charge for rateable properties	176.20	198.20	22.00	12.5%
Single Unit Dwelling Kerbside FOGO collection charge	88.10	66.00	(22.10)	(25.1%)
Annual garbage charge for non-rateable tenements	402.00	436.00	34.00	8.5%
240 litre waste bin service charge	221.00	248.00	27.00	12.2%
80 litre waste bin rebate	(70.00)	(80.00)	(10.00)	14.3%
Private waste collection rebate	(60.00)	(68.00)	(8.00)	13.3%
Residential one-occupancy waste rebate (residential car park space and/or storage area)	(176.20)	No longer applicable*	176.20	100%
Commercial one-occupancy waste rebate (car park space)	(158.50)	No longer applicable*	158.50	100%
Residential car park space and/or storage areas waste charge	-	No Charge	-	-
Commercial car park space waste charge	-	19.80*	19.80	100%

** One-occupancy car park space and/or storage area rebates no longer apply. All residential car park spaces and storage areas from 2023/24 will receive a full exemption from the waste charge. Commercial car park spaces (excluding commercial car park operations) will be charged the reduced commercial car park space waste charge for each separately titled car park space.*

The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.

Type of Charge	Per Rateable Property 2022/23 (\$)	Per Rateable Property 2023/24 (\$)	Change (\$)	Change (%)
Default waste charge for rateable properties	13,256,825	14,283,168	1,026,343	7.7%
Commercial car park space waste charge	-	20,295	20,295	100.0%
Single Unit Dwelling Kerbside FOGO collection charge	1,364,492	936,606	(427,886)	(31.4%)
Annual garbage charge for non-rateable tenements	36,180	39,240	3,060	8.5%
240 litre waste bin service charge	585,270	665,136	79,866	13.6%
80 litre waste bin rebate	(174,667)	(202,160)	(27,493)	15.7%
Private waste collection rebate	(813,480)	(931,163)	(117,683)	0.0%
Residential one-occupancy waste rebate (residential car park space and/or storage area)	(538,115)	-	538,115	0.0%
Commercial one-occupancy waste rebate (car park space)	(133,616)	-	133,616	0.0%
Total Net Waste Charges	13,582,889	14,811,122	1,228,233	9.0%

Significant changes that may affect the estimated amounts to be raised by rates and charges.

There are no known significant changes that affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2023/24: budgeted \$0.5 million, 2022/23: final supplementary valuations TBC)
- The variation of returned levels of value (e.g., valuation appeals).
- Changes of use of land such that rateable land becomes non-rateable land and vice versa.
- Changes of use of land such that residential land becomes business land and vice versa.

Fair Go Rates System Compliance

City of Port Phillip is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

Fair Go Rates System Compliance parameters	2022/23	2023/24
Total raised income based on 30 June valuation	\$137,011,586	\$127,464,915
Number of assessments	75,044	75,850
Base average rates	\$1,825.74	\$1,680.48
Maximum rate increase (set by the Victorian Government)	1.75%	3.50%
Capped average rate	\$1,857.69	\$1,739.29
Maximum general rates and municipal charges revenue	\$139,408,488	\$131,925,147
Less waste charge separated from general rates (adopted 2022/23)	(\$13,714,482)	\$0
Maximum general rates and municipal charges revenue adjusted for waste charges separated from general rates	\$125,694,006	\$131,925,147
Budgeted general rates and municipal charges revenue	\$125,688,871	\$131,861,792

Differential Rates

General Rates are to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.1706% (0.001706 per dollar of CIV) for all rateable residential land.
- A general rate of 0.2034% (0.002034 per dollar of CIV) for all rateable commercial land.
- A general rate of 0.2013% (0.002013 per dollar of CIV) for all rateable industrial land.

This includes a 1.0 per cent rating reallocation from residential to non-residential property consistent with the Rating Strategy 2022-25

For the purposes of identifying the types/classes of land applicable to each rate, the properties are grouped in accordance with the Australian Valuation Property Classification Code (AVPCC) Categories, as adopted by the Valuer-General Victoria (VGV) for the 2023 General Valuation.

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

Commercial Land

Definitions/characteristics:

Commercial land is any land:

- Which is used primarily for retail, office, business, entertainment and community uses or
- Which is primarily for other commercial purposes;

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health, environment, conservation, and community services
- Provision of strategic, statutory and general support services
- Promotion of economic and employment development, cultural, heritage and tourism of Council's municipal district.

Type and Class:

The types and classes of rateable land withing this differential rate are those having the relevant characteristics described above.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2021/22 financial year.

Industrial Land

Definitions/characteristics:

Industrial land is any land:

- On which a building is erected, or the site is adapted for occupation and is used for industrial purpose such as manufacturing industry, the storage and distribution of goods;
- Located in an industrial zone or other area in the Municipality;

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health, environment, conservation, and community services
- Provision of strategic, statutory and general support services
- Promotion of economic and employment development, cultural, heritage and tourism of Council's municipal district.

Type and Class:

The types and classes of rateable land withing this differential rate are those having the relevant characteristics described above.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2021/22 financial year.

Residential Land

Definitions/characteristics:

Residential land is any land:

- On which a building is erected, or the site is approved for occupation by the issue of an occupancy certificate from Council and the site is available or used for residential purpose;
- The primary use of which is residential; or
- Which is unoccupied and falls under residential zones under the Port Phillip Planning Scheme.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health, environment, conservation, and community services
- Provision of strategic, statutory and general support services
- Promotion of economic and employment development, cultural, heritage and tourism of Council's municipal district.

Type and Class:

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration for the 2021/22 financial year.

Fees and Charges

Ensuring we recover costs through fair and appropriate user charges

In most cases, our fees and charges for 2023/24 are proposed to increase by 3.75 per cent. This approach is consistent with our financial strategy and community feedback, which supported increasing user charges for some services. There will be variances where minor rounding equates to larger or smaller percentages.

There are some exceptions where we believe a larger increase is fair and reasonable:

- Foreshore Parking Permit – Fee increased above CPI following benchmarking with other areas.
- St Kilda Esplanade Market fees – Fee increased above CPI following benchmarking with other similar markets.
- Foreshore Area paid parking – fee increase above CPI following benchmarking across similar and neighbouring Councils.
- Long day care fees – increase by 4.6% to reflect rising service costs, supported by industry benchmarking and addressing National Competition Policy requirements. Noting out of pocket costs to families will be lower than 2022/23.

Some fees were kept to 2022/23 levels and/or reduced to incentivise greater community usage.

These include:

- St Kilda Road – South of St Kilda Junction (commercial / retail) due to low utilisation.
- South Melbourne Market parking fees to remain at 2022/23 rates are comparable to the surrounding area.
- Hire fees for Port Melbourne Townhall to encourage greater utilisation of the facility.

There are some new fees in 2023/24 to help manage demand and prevent cross-subsidisation of services by ratepayers:

- Promotional fees for using foreshore areas
- Tree removal and replacement
- Paid Parking – South Melbourne East – North East of Kingsway (commercial) new fee being introduced for all day parking
- Paid Parking – St Kilda Road – North of St Kilda Junction (commercial) per day, new fee being introduced

Statutory fees (marked with *) may change during the financial year in accordance with updated Victorian Government legislation and regulation. Footpath Trading (marked with **) as fees are based on valuations data yet to be received.

The complete schedule of proposed fees and charges for 2023/24 is as follows.:

Inclusive Port Phillip

Ageing and accessibility

Description	Fee Type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Planned activity groups				
Planned Activity group - package (quarter day)	Non statutory	Quarter Day	\$24.50	\$25.40
Planned Activity group - quarter day activities for older people and people with disabilities	Non statutory	Quarter Day	\$6.40	\$6.60
Planned Activity group - half day activities for older people and people with disabilities - this includes water leisure activities	Non statutory	Half Day	\$10.80	\$11.20
Planned Activity group - full day activities for older people and people with disabilities	Non statutory	Full Day	\$17.00	\$17.60
Shopping Group (4-hour program)	Non statutory	4 hours	\$6.40	\$6.60
Cooking Group (3-hour program)	Non statutory	3 hours	\$6.40	\$6.60
Personal, respite and home care (per hour)				
Property Maintenance - Base Fee	Non statutory	Per hour	\$13.20	\$13.80
Property Maintenance - Maximum Fee	Non statutory	Per hour	\$56.00	\$58.00
Property Maintenance - Medium Fee	Non statutory	Per hour	\$21.00	\$21.80
Property Maintenance - Package	Non statutory	Per hour	\$77.40	\$80.20
Respite Care - Base Fee	Non statutory	Per hour	\$5.20	\$5.40
Respite Care - Maximum Fee	Non statutory	Per hour	\$41.20	\$42.80
Respite Care - Medium Fee	Non statutory	Per hour	\$8.40	\$8.80

Description	Fee Type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Respite Care - Package	Non statutory	Per hour	\$58.60	\$60.80
Home Care - Base Fee	Non statutory	Per hour	\$8.80	\$9.20
Home Care - Medium Fee	Non statutory	Per hour	\$21.20	\$22.00
Home Care - Maximum Fee	Non statutory	Per hour	\$49.20	\$51.00
Home Care - Package	Non statutory	Per hour	\$58.60	\$60.80
Personal Care - Base Fee	Non statutory	Per hour	\$7.00	\$7.40
Personal Care - Maximum Fee	Non statutory	Per hour	\$45.20	\$47.00
Personal Care - Medium Fee	Non statutory	Per hour	\$16.60	\$17.20
Personal Care - Package	Non statutory	Per hour	\$58.60	\$60.80
Food Services				
Food Services meal - High	Non statutory	Per meal	\$21.80	\$22.60
Food Services meal - Medium	Non statutory	Per meal	\$9.80	\$10.20
Food Services meal - Base	Non statutory	Per meal	\$9.80	\$10.20
Packaged Meals	Non statutory	Per meal	\$11.40	\$11.80
Packaged Meals - meal only (itemised fees)	Non statutory	Per meal	\$7.80	\$8.00
Centre-based meal - 2 courses	Non statutory	Per sitting	\$5.80	\$6.00
Centre-based meal - 3 courses	Non statutory	Per sitting	\$7.40	\$7.80

Children

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Long Day Care				
Infrastructure levy per place per day (Community managed centres)	Non statutory	Per place per day	\$5.12	\$5.35
Maintenance levy per place per day (Community managed centres)	Non statutory	Per place per day	\$5.48	\$5.73
Long Day Care daily fee	Non statutory	Per place per day	\$140.50	\$147.00
Direct Debit/Credit decline fee	Non statutory	Per decline	\$10.40	\$10.80

Community programs and *facilities*

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Community connect – community facilities				
Community groups Type 1 Based within CoPP	Non statutory	Per hour	\$13.50	\$14.00
Community groups Type 2 operate from outside CoPP	Non statutory	Per hour	\$20.00	\$21.00
Private Hire	Non statutory	Per hour	\$65.00	\$68.00
Semi-Commercial Hirers	Non statutory	Per hour	\$47.00	\$48.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Security Bond – Meeting Room Booking Only	Non statutory	Bond	\$100.00	\$100.00
Security Bond – Specific	Non statutory	Bond	\$500.00	\$500.00
Security Bond – Standard	Non statutory	Bond	\$100.00	\$100.00
Community programs				
Attendance at Parent Information Sessions	Non statutory	Per session	\$5.00	\$0.00
Community Group hire of basketball court, per hour – South Melbourne Primary School	Non statutory	Per hour	\$20.00	\$21.00
Port Phillip Community Group hire of basketball court, per hour – South Melbourne Primary School	Non statutory	Per hour	\$13.50	\$14.00
Semi-commercial hire of basketball court per hour – South Melbourne Primary School	Non statutory	Per hour	\$47.00	\$48.00
Community transport bus hire				
Cleaning charge on hire buses	Non statutory	Per hire	\$58.80	\$61.00

Families and young people

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Hire fees for St Kilda Adventure Playground				
Party Hire: Non-resident	Non statutory	Per hire	\$210.00	\$218.00
Party Hire: Non-resident concession	Non statutory	Per hire	\$110.00	\$114.10
Party Hire: Program member	Non statutory	Per hire	\$25.00	\$26.00
Party Hire: Resident	Non statutory	Per hire	\$125.00	\$130.00
Party Hire: Resident concession	Non statutory	Per hire	\$50.00	\$52.00

Recreation

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Commercial Recreation Activities – New Licences and Permits (Statutory Fees)				
All activities: Participant Fee Adult	Statutory	Per participant	\$2.40	\$2.40
All activities: Participant Fee Child	Statutory	Per participant	\$1.60	\$2.40
Beach and water activities: Annual Licence Fee	Non statutory	Per licence	\$328.00	\$340.00
Beach-based activities: Annual Licence Fee	Non statutory	Per licence	\$328.00	\$340.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Kite boarding: Annual Licence Fee	Non statutory	Per licence	\$2,180.00	\$2,260.00
Launch of craft only: Annual Licence Fee	Non statutory	Per licence	\$621.00	\$644.00
Personal Training (1 to 15 participants): Annual Licence Fee	Non statutory	Per licence	\$312.00	\$324.00
Skydiving: Annual Licence Fee	Non statutory	Per licence	\$186,000.00	\$193,000.00
Public Liability Insurance	Non statutory		\$31.00	\$32.00
Sports Ground and Facilities Bookings				
Casual use - Refundable Security Bond	Non statutory	Bond	\$521.00	\$540.00
North Port Oval casual hire	Non statutory	Per hire	\$548.00	\$569.00
Pavilion hire casual - JL Murphy, Peanut Farm and Elwood Pavilion (corporate groups)	Non statutory	Per hire	\$397.00	\$412.00
Pavilion hire casual (community & school groups)	Non statutory	Per hire	\$106.00	\$110.00
Pavilion hire casual (corporate groups)	Non statutory	Per hire	\$198.00	\$205.00
Sports club use - Refundable Security Bond	Non statutory	Bond	\$521.00	\$540.00
Sports ground casual booking (all schools per term)	Non statutory	Per hire	\$66.00	\$68.00
Sports ground casual booking (community per day)	Non statutory	Per hire	\$145.00	\$150.00
Sports ground casual booking (corporate per day)	Non statutory	Per hire	\$214.00	\$222.00

Liveable Port Phillip

City Planning and urban design

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Strategic Planning Amendments				
Stage 1 – a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment	Statutory	Per application	\$3,149.70	\$3,260.00*

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
<p>Stage 2 - 11 to (and including) 20 submissions which seek a change to an amendment: e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)</p>	Statutory	Per application	\$31,191.60	\$32,283.30*
<p>Stage 2 - Submissions that exceed 20 submissions which seek a change to an amendment: e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)</p>	Statutory	Per application	\$41,695.80	\$43,155.20*

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
<p>Stage 2 – Up to and including 10 submissions which seek a change to an amendment e) considering submissions and, where necessary, referring the submissions to a panel; and f) providing assistance to a panel in accordance with section 158 of the Act; and g) making a submission to the panel in accordance with section 24(b) of the Act; and h) considering the report of the panel in accordance with section 27 of the Act; and i) after considering submissions and the report of the panel, abandoning the amendment in accordance with section 28 of the Act (if applicable)</p>	Statutory	Per application	\$15,611.10	\$16,157.50*
<p>Stage 3 – a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act.</p>	Statutory	Per application	\$496.90	\$514.30*

Development approvals and compliance

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
City Permits - community amenity				
Works zone - application fee	Non statutory	Per application	\$116.00	\$119.00
Works zone permit for three or less months: Parking in front of construction site for workers' private vehicles for three months or less. Up to four bays or the width of the site (whichever is the lesser)	Non statutory	Per application	\$1,440.00	\$1,494.00
Works zone permit for six months: Parking in front of construction site for workers' private vehicles for six months. Up to four bays or the width of the site (whichever is the lesser)	Non statutory	Per application	\$2,880.00	\$2,988.00
Works zone permit for nine months: Parking in front of construction site for workers' private vehicles for nine months. Up to four bays or the width of the site (whichever is the lesser)	Non statutory	Per application	\$4,320.00	\$4,482.00
Works zone permit for 12 months: Parking in front of construction site for workers' private vehicles for twelve months. Up to four bays or the width of the site (whichever is the lesser)	Non statutory	Per application	\$5,752.80	\$5,969.00
Works zone permit extensions, per month: An extension to the permit allowing parking in front of construction site for workers' private vehicles	Non statutory	Per application	\$480.00	\$498.00
Works zone permit (additional parking bays, in excess of four). Additional parking bays for workers' private vehicles in front of a construction site	Non statutory	Per application	\$290.00	\$301.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Works zone signage replacement if damaged, lost or stolen	Non statutory	Per application	\$430.00	\$446.00
Advertising signs (Real Estate Agents) application fee. Application fee to place sign on footpath during open for inspection and auctions	Non statutory	Per application	\$114.00	\$119.00
Advertising signs (Real Estate Agents) permit fee. Annual permit fee to place sign on footpath during open for inspection and auctions	Non statutory	Per application	\$745.00	\$773.00
Commercial Waste Bins application fee to apply for permit to store waste bins for commercial premises on council land e.g. for cafes (not skip bins)	Non statutory	Per application	\$114.00	\$118.00
Commercial Waste Bins permit fee to store waste bins for commercial premises on council land e.g. for cafes (not skip bins)	Non statutory	Per application	\$114.00	\$118.00
Non-motorised trading permit fee (including pedicabs and horse-drawn carts)	Non statutory	Per application	\$2640.00	\$2640.00
Out of Hours Permit - application fee for development work undertaken outside approved hours under the Local Law: 7am-6pm Monday to Friday, 9am-3pm Saturday. No works on Sunday or public holidays.	Non statutory	Per application	\$114.00	\$118.00
Out of Hours Permit - permit fee per day for development work undertaken outside approved hours under the Local Law: 7am-6pm Monday to Friday, 9am-3pm Saturday. No works on Sunday or public holidays.	Non statutory	Per application	\$114.00	\$118.00
Road Opening Permit - application fee to excavate council land for the purposes of water, electricity, telecommunications etc. Under legislation, service authorities are not required to obtain permits.	Non statutory	Per application	\$114.00	\$118.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Road Opening Permit - permit fee to excavate council land for the purposes of water, electricity, telecommunications etc. Under legislation, service authorities are not required to obtain permits.	Non statutory	Per application	\$125.00	\$130.00
Vehicle Crossing Permanent - application fee for permit to construct or repair a private driveway to Council specifications	Non statutory	Per application	\$265.00	\$275.00
Vehicle Crossing Permanent - permit fee to construct or repair a private driveway to council specifications (paid once assessment of application determines that a permit is okay to be issued)	Non statutory	Per application	\$185.00	\$192.00
Vehicle Crossing Temporary - application fee for permit to construct or repair a private driveway to Council specifications	Non statutory	Per application	\$165.00	\$172.00
Vehicle Crossing Temporary - permit fee to construct or repair a private driveway to council specifications (paid once assessment of application determines that a permit is okay to be issued)	Non statutory	Per application	\$185.00	\$192.00
Minimum bond for vehicle crossings and road opening permits	Non statutory	Per application	\$1600.00	\$1600.00
Street Occupation fee without gantry per square metre per day	Non statutory	Per application	\$2.60	\$2.70
Street Occupation permit fee with gantry per square metre per day	Non statutory	Per application	\$1.60	\$1.70
Street Occupation Permits - application fee to apply for a permit to occupy Council land for works or storage of associated building materials	Non statutory	Per application	\$114.00	\$118.00
Street Occupation Permits - permit fee to occupy Council land for works or storage of associated building materials	Non statutory	Per application	\$136.00	\$142.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Road Closure Permit - application fee for permit to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval	Non statutory	Per application	\$114.00	\$118.00
Road Closure Permit - fee per day with road opening to close off one lane of traffic or to close the whole road subject to Traffic Management Plan approval	Non statutory	Per application	\$142.00	\$148.00
Road Closure Permit - fee per day for other closures	Non statutory	Per application	\$238.00	\$247.00
Road Closure Permit - if metered / restricted parking - per bay/ per day	Non statutory	Per application	\$21.00	\$22.00
Skip Bin Permit - application fee to apply for a permit to store a refuse/skip bin on Council land.	Non statutory	Per application	\$30.00	\$31.00
Skip Bin Permit - per day for permit to store a refuse/skip bin on Council land	Non statutory	Per application	\$21.00	\$21.50
Asset protection application and inspection fee for re-blocking or underpinning	Non statutory	Per application	\$250.00	\$260.00
Asset protection application and inspection fee for demolition only (does not include any building works)	Non statutory	Per application	\$250.00	\$260.00
Asset protection application and inspection fee for building works valued between \$5,000 and \$20,000	Non statutory	Per application	\$350.00	\$364.00
Asset protection application and inspection fee for buildings works over \$20,000	Non statutory	Per application	\$350.00	\$364.00
Asset protection application and inspection fee for single dwelling construction	Non statutory	Per application	\$875.00	\$908.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Asset protection application and inspection fee for unit development - up to four units	Non statutory	Per application	\$1,050.00	\$1090.00
Asset protection application and inspection fee for unit development - more than four units up to eight units	Non statutory	Per application	\$2,325.00	\$2,412.00
Asset protection application and inspection fee for multi-storey development more than two and up to five storeys	Non statutory	Per application	\$2,235.00	\$2,412.00
Asset protection application and inspection fee for multi-storey development more than five storeys	Non statutory	Per application	\$3,500.00	\$3,632.00
Significant tree - Application fee to remove	Non statutory	Per application	\$187.00	\$194.00
Significant tree - Application fee -Palm Frond Removal	Non statutory	Per application	\$74.00	\$77.00
Significant tree - Application fee to prune	Non statutory	Per application	\$74.00	\$77.00
Significant tree - Permit fee	Non statutory	Per application	\$74.00	\$80.00
Building control fees				
Advertising - Report and Consent	Non statutory	Per property	\$70.00	\$75.00
Application fee to retain works constructed without a building permit - minimum fee. Plus additional fee to be in line with standard building permit fees	Non statutory	Per application	\$653.00	\$680.00
Building Audit/inspection fee	Non statutory	Per application / inspection	\$190.00	\$200.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Building Report and Consent – Extension of Time	Non statutory	Per application	\$147.50	\$155.00
Adjoining owner's details – Protection notices	Non statutory	Per application	\$87.95	\$91.00
Stormwater discharge point	Statutory	Per application	\$149.40	\$149.40*
Property enquiry - R51(3) - to obtain inspecting approval dates ordinarily sought by an owner or mortgagee	Statutory	Per application	\$48.80	\$48.80*
Property enquiry R51(1) - to obtain property information relating to building permits and notices & orders outstanding ordinarily sought by solicitors	Statutory	Per application	\$48.80	\$48.80*
Property enquiry R51(1) - plus \$40 fast track fee - (as above) additional fee for fast turnaround	Non statutory	Per application	\$88.80	\$88.80*
Property enquiry, Flood level, termites etc certificate R51(2) - to obtain property information relating to flooding	Statutory	Per application	\$48.80	\$48.80*
Property enquiry, Flood level, termites etc certificate R51(2) - plus \$40 fast track fee - (as above) additional fee for fast turnaround	Non statutory	Per application	\$88.80	\$88.80*
Property enquiry, Flood level, termites etc certificate R51(2) - to obtain property information relating to flooding	Statutory	Per application	\$48.80	\$48.80*
Property enquiry, Flood level, termites etc certificate R51(2) - plus \$40 fast track fee - (as above) additional fee for fast turnaround	Non Statutory	Per application	\$88.80	\$88.80*
Lodgement fee from Private Building Surveyors.	Statutory	Per application	\$125.80	\$125.80*

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Report and Consent Fee - Rescode - associated with siting non-compliance in relation to building permits	Statutory	Per clause applied for	\$299.80	\$299.80*
Report and Consent Fee - Hoarding - associated with precautions over the street alignment in relation to permits (hoarding, scaffold etc.)	Statutory	Per clause applied for	\$304.30	\$304.30*
Report ONLY - Rescode and Hoarding - associated with precautions over the street alignment in relation to permits.	Statutory	Per clause applied for	\$571.80	\$608.60*
POPE - Place of public entertainment - Small (up to 2000 people)	Non statutory	Per application	\$855.00	\$890.00
POPE - Place of public entertainment - Medium (2001- 5000 people)	Non statutory	Per application	\$1,570.00	\$1,630.00
POPE - Place of public entertainment - Large (5001 plus people)	Non statutory	Per application	\$2,360.00	\$2,450.00
POPE - Place of public entertainment - Small (up to 2000 people) Applications lodged within 10 days of an event 50% surcharge fee	Non statutory	Per application	\$428.00	\$445.00
POPE - Place of public entertainment - Medium (2001- 5000 people) Applications lodged within 10 days of an event 50% surcharge fee	Non statutory	Per application	\$785.00	\$815.00
POPE - Place of public entertainment - Large (5001 plus people) Applications lodged within 10 days of an event 50% surcharge fee	Non statutory	Per application	\$1,180.00	\$1,225.00
Siting Approval - 1 Temporary Structure	Non statutory	Per application	\$395.00	\$410.00
Siting Approval - Between 2 and 5 Temporary Structures	Non statutory	Per application	\$620.00	\$645.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Siting Approval – Greater than 5 Temporary Structures	Non statutory	Per application	\$1,128.00	\$1,170.00
Siting Approval – 1 Temporary Structure – Applications lodged within 10 days of an event 50% surcharge fee	Non statutory	Per application + 50% surcharge	\$197.00	\$205.00
Siting Approval – Between 2 and 5 Temporary Structures – Applications lodged within 10 days of an event 50% surcharge fee	Non statutory	Per application +50% surcharge	\$310.00	\$322.00
Siting Approval – Greater than 5 Temporary Structures – Applications lodged within 10 days of an event 50% surcharge fee	Non statutory	Per application +50% surcharge	\$564.00	\$585.00
Fire Safety Determination – Small Building – associated with inspection of smaller buildings to provide assessment of fire safety	Non statutory	Per application	\$625.00	\$650.00
Fire Safety Determination – Medium Building – associated with inspection of medium buildings to provide assessment of fire safety	Non statutory	Per application	\$1,865.00	\$1,950.00
Fire Safety Determination – Large Building – associated with inspection of large buildings to provide assessment of fire safety	Non statutory	Per application	\$3,110.00	\$3,250.00
Building permits				
Alterations and additions to a dwelling < \$100,000	Non statutory	Per application	\$1,528.00	\$1,585.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Alterations and additions to a dwelling > \$300,000	Non statutory	Per application	\$2,548.00	\$2,645.00
Alterations and additions to a dwelling \$100,000-\$200,000	Non statutory	Per application	\$1,782.00	\$1,850.00
Alterations and additions to a dwelling \$200,000-\$300,000	Non statutory	Per application	\$2,127.00	\$2,210.00
Amendment to building permits issued	Non statutory	Per application	\$595.00	\$620.00
Carports/garages <\$20,000	Non statutory	Per application	\$1,020.00	\$1,100.00
Carports/garages >\$20,000	Non statutory	Per application	\$1,275.00	\$1,325.00
Demolish attached dwelling	Non statutory	Per application	\$1,532.00	\$1,590.00
Demolish detached dwelling	Non statutory	Per application	\$1,272.00	\$1,320.00
Demolish outbuildings	Non statutory	Per application	\$765.00	\$795.00
Extension of time - Class 1 or 10	Non statutory	Per application	\$353.00	\$370.00
Extension of time - Class 2-9	Non statutory	Per application	\$510.00	\$530.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Fences	Non statutory	Per application	\$765.00	\$795.00
Internal alterations to class 2 apartments	Non statutory	Per application	\$1,275.00	\$1,325.00
Lapsed Permit Renewal (Class 1 or 10)	Non statutory	Per application	\$710.00	\$740.00
Lapsed Permit Renewal (Class 2 - 9) Minimum Fee	Non statutory	Per application	\$883.00	\$920.00
Multiple dwellings (2)	Non statutory	Per application	\$5,098.00	\$5,290.00
Multiple dwellings (3)	Non statutory	Per application	\$5,945.00	\$6,170.00
Multiple dwellings (4)	Non statutory	Per application	\$6,795.00	\$7,050.00
New dwellings <\$250,000	Non statutory	Per application	\$2,720.00	\$2,825.00
New dwellings \$250,000-\$500,000	Non statutory	Per application	\$3,228.00	\$3,350.00
New dwellings >\$500,001	Non statutory	Per application	\$3,373.00	\$3,890.00
Shop fit outs <\$100,000	Non statutory	Per application	\$1,360.00	\$1,415.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Shop fit outs \$100,000-\$200,000	Non statutory	Per application	\$1870.00	\$1675.60
Shop fit outs >\$200,000	Non statutory	Per application	\$1,615.00	\$1,950.00
Swimming Pool Administration and Enforcement Fees				
Swimming pool registration and search fee	Statutory	Per application	\$32.90	\$32.90*
Lodgement Fee - Certificate of Pool Compliance	Statutory	Per application	\$21.10	\$21.10*
Lodgement Fee - Certificate of Pool Non- Compliance	Statutory	Per application	\$397.50	\$387.50*
Penalty Infringement Fee	Statutory	Per penalty unit	\$184.90	\$184.90*
Class 2, 3, 4, 5, 6, 7 and 9 alterations, additional and new buildings				
Up to \$40,000	Non statutory	Per application	\$927.00	\$940.00
\$40,000 to \$100,000 \$ value x (1.749%)	Non statutory	Per application	\$ value x (1.749%)	\$ value x (1.749%)
\$100,001 to \$500,000 \$ value x (1.523%)	Non statutory	Per application	\$ value x (1.523%)	\$ value x (1.523%)
\$500,001 to \$2 million \$ value x (0.617%)	Non statutory	Per application	\$ value x (0.617%)	\$ value x (0.617%)

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
> \$2 million to \$10 million \$ value x (0.3284%)	Non statutory	Per application	\$ value x (0.328 %)	\$ value x (0.328 %)
> \$10 million to \$20 million \$ value x (0.219%)	Non statutory	Per application	\$ value x (0.219 %)	\$ value x (0.219 %)
> \$20 million to \$30 million \$ value x (0.215%)	Non statutory	Per application	\$ value x (0.215 %)	\$ value x (0.215 %)
> \$30 million to \$40 million \$ value x (0.1965%)	Non statutory	Per application	\$ value x (0.196 %)	\$ value x (0.196 %)
> \$40 million to \$50 million \$ value x (0.1919%)	Non statutory	Per application	\$ value x (0.1919 %)	\$ value x (0.1919 %)
> \$50 million \$value x (0.1872%)	Non statutory	Per application	\$ value x (0.1872 %)	Upon application
Statutory Planning and Planning Support				
Install solar panels for Residents and Industry	Non statutory	Per application	\$0.00	\$0.00
Use Only (includes Liquor Licence & Car Park Waiver) - to apply for a planning permit to change the use of the land only	Statutory	Per application	\$1,360.80	\$1,408.40*
Development (including single dwellings up to \$2,000,000) - use and or develop a single dwelling per lot, and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land):				
Statutory Planning and Business Support - Class 2 - Up to \$10,000	Statutory	Per application	\$206.40	\$213.60*
Statutory Planning and Business Support - Class 3 - more than \$10,001 less than \$100,00	Statutory	Per application	\$649.80	\$672.60*

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Statutory Planning and Business Support – Class 4 – more than \$100,001 less than \$500,000	Statutory	Per application	\$1,330.20	\$1,376.80*
Statutory Planning and Business Support – Class 5 – more than \$500,001 to \$1,000,000	Statutory	Per application	\$1,437.30	\$1,487.60*
Class 6 – more than \$1,000,001 less than \$2,000,000 (more than \$2,000,000 see Class 13 to 16 fees apply)	Statutory	Per application	\$1,544.30	\$1,598.30*
VicSmart Application				
Statutory Planning Applications for Permits* Regulation 9 VicSmart Applications – Class 7 – Up to \$10,000	Statutory	Per application	\$206.40	\$213.60*
Statutory Planning Applications for Permits* Regulation 9 VicSmart Applications – Class 8 – More than \$10,000	Statutory	Per application	\$443.40	\$458.90*
Statutory Planning Applications for Permits* Regulation 9 VicSmart Applications – Class 9 – Subdivide or consolidate land	Statutory	Per application	\$206.40	\$213.60*
Statutory Planning Applications for Permits* Regulation 9 Vic smart Applications – Class 10 – VicSmart application (other than a class 7, class 8 or class 9 permit)	Statutory	Per application	\$206.40	\$213.60*
Development (including single dwellings > more than \$2,000,000				
Development (including single dwellings > more than \$2,000,000 Class 11 – Less than \$100,000 (other than a class 2, class 3, class7 or class 8 or a permit to subdivide or consolidate land)	Statutory	Per application	\$1,185.00	\$1,226.40*
Development (including single dwellings > more than \$2,000,000 Class 12 – \$100,001 to \$1,000,000 (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land)	Statutory	Per application	\$1,597.80	\$1,653.70*

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Development (including single dwellings > more than \$2,000,000 Class 13 - \$1,000,001 to \$5,000,000 (including a single dwelling per lot) (other than a class 6 or class 8 or a permit to subdivide or consolidate land)	Statutory	Per application	\$3,525.30	\$3,647.00*
Development (including single dwellings > more than \$2,000,000 Class 14 - \$5,000,001 to \$15,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	Statutory	Per application	\$8,982.90	\$9,297.30*
Development (including single dwellings > more than \$2,000,000 Class 15 - \$15,000,001 to \$50,000,000 (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	Statutory	Per application	\$26,489.90	\$27,417.10*
Development (including single dwellings > more than \$2,000,000 Class 16 - \$50,000,001 plus (including a single dwelling per lot) (other than a class 8 or a permit to subdivide or consolidate land)	Statutory	Per application	\$59,539.30	\$61,623.10*
Subdivision				
Class 17 - Subdivide an existing building (other than a class 9 permit)	Statutory	Per application	\$1,360.80	\$1,408.40*
Class 18 - Two lot subdivision (other than a class 9 or class 16 permit)	Statutory	Per application	\$1,360.80	\$1,408.40*
Class 19 - Realignment of a common boundary or consolidate lots (other than a class 9 permit)	Statutory	Per application	\$1,360.80	\$1,408.40*
Class 20 - Subdivide land (other than a class 9, class 16, class 17 or class 18 permit) per 100 lots	Statutory	Per application	\$1,360.80	\$1,408.40*
Class 21 - create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or - create or remove a right of way; or - create, vary or	Statutory	Per application	\$1,360.80	\$1,408.40*

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
remove an easement other than a right of way; or - vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant				
Class 22 - A Permit not otherwise provided for in the Regulations	Statutory	Per application	\$1,360.80	\$1,408.40*
Subdivision Certification				
Certification - Endorsement of Plans of Subdivision	Statutory	Per application	\$180.40	\$186.70*
Alteration of a plan under S10(2) of the Subdivision Act	Statutory	Per application	\$110.70	\$114.70*
Amendment of certified plan	Statutory	Per application	\$145.30	\$150.30*
Other Statutory Planning Fees				
For an agreement, or to amend or end an agreement, under section 173 of the Act	Statutory	Per application	\$680.40	\$704.20*
Where the Planning Scheme specifies that a matter must be done to the satisfaction of the responsible authority (including car parking consent)	Statutory	Per application	\$336.40	\$348.20*
Other Statutory Planning Fees - S57A (a) Amend a (new) application after notice has been given (section 57A(3)(a)) is 40 per cent of the application fee for that class of permit	Statutory	Per application	40 % of Application Fee	40 % of Application Fee
S57A (b) Amend a Sec.72 application after notice has been given (section 57A(3)(a)) is 40 per cent of the application fee for that class of permit set out in the Table at Regulation 11 and any additional fee under (c) below	Statutory	Per application	40 % of Application Fee+ (c)	40 % of Application Fee+ (c)

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
S57A If amending the application changes the class of application:(c) To a new class having a higher application fee set out in the Table to regulation 9, an additional fee applies being the difference between the original fee and the amended class fee	Statutory	Per application	Difference between original fee and new class \$	Difference between original fee and new class \$
Certificate of Compliance	Statutory	Per application	\$336.40	\$348.20*
Class - Statutory Planning Fees - Amendments to permits S.72 Regulation 11				
Class 1 - Amendments to a permit to change the use allowed by the permit or allow a new use	Statutory	Per application	\$1,360.80	\$1,408.40*
Class 2 - Amendments to a permit (other than a permit for a single dwelling per lot or to use and develop a single dwelling per lot or to undertake development ancillary to a single dwelling per lot) to change the statement (preamble) of what the permit or to change any or all of the conditions which apply to the permit	Statutory	Per application	\$1,360.80	\$1,408.40*
Single dwelling up to \$2,000,000 - Amendment to a permit for a single dwelling per lot or use and develop a single dwelling per lot and undertake development ancillary to a single dwelling per lot (other than a class 8 permit or a permit to subdivide or consolidate land)				
Class 3 - Up to \$10,000	Statutory	Per application	\$206.40	\$213.60*
Class 4 - \$10,001 to \$100,000	Statutory	Per application	\$649.80	\$672.60*
Class 5 - \$100,001 to \$500,000	Statutory	Per application	\$1,330.20	\$1,376.80*
Class 6 - \$500,001 or more	Statutory	Per application	\$1,437.30	\$1,487.60*

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
VicSmart Applications				
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is: VicSmart Applications - Class 7 - up to \$10,000	Statutory	Per application	\$206.40	\$213.60*
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is: VicSmart Applications - Class 8 - \$10,001 or more	Statutory	Per application	\$443.40	\$458.90*
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is: VicSmart Applications - Class 9 - Amendment to a class 9 permit: to subdivide or consolidate land	Statutory	Per application	\$206.40	\$213.60*
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is: VicSmart Applications - Class 10 - Amendment to a class 10 permit: VicSmart application (other than a class 7, class 8, or class 9 permit)	Statutory	Per application	\$206.40	\$213.60*
Development (including single dwellings > more than \$2,000,000) Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit if the estimated cost of the additional development to be permitted by the amendment is:				
Class 11 - Up to \$100,000	Statutory	Per application	\$1,185.00	1,226.40*
Class 12 - \$100,001 to \$1,000,000	Statutory	Per application	\$1,597.80	\$1,598.30*
Class 13 - More than \$1,000,001	Statutory	Per application	\$3,524.30	\$3,647.70*
Subdivision				

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Amendments to class 17 permit: to subdivide an existing building (other than a class 9 permit)	Statutory	Per application	\$1,360.80	\$1,408.40*
Amendments to class 18 permit: to subdivide land into two lots (other than a class 9 or class 16 permit)	Statutory	Per application	\$1,360.80	\$1,408.40*
Amendments to class 19 permit: realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	Statutory	Per application	\$1,360.80	\$1,408.40*
Amendments to a class 20: subdivide land (other than a class 9, class16, class17 or class 18 permit) per 100 lots	Statutory	Per application	\$1,360.80	\$1,408.40*
Amendment to class 21 permit: amendment to an application to: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	Statutory	Per application	\$1,360.80	\$1,408.40*
Amendments to a class 22 permit an application for permit not otherwise provided for in the Regulations.	Statutory	Per application	\$1,360.80	\$1,408.40*
Port Phillip Planning and Administration fees				
Secondary consent - Fee for amending Endorsed Plans:				
Secondary Consent - Amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is \$10,000 or Less	Non statutory	Per application	\$149.00	\$154.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Secondary Consent - Amendment to a Class 2, Class 3, Class 4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is more than \$10,000 but not more than \$100,000	Non statutory	Per application	\$325.00	\$336.00
Secondary Consent - Amendment to a Class 2, Class 3, Class4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is more than \$100,000 but not more than \$500,000	Non statutory	Per application	\$669.00	\$692.40
Secondary Consent - Amendment to a Class 2, Class 3, Class4, Class 5 or Class 6 Permit where the cost of any additional development permitted by the Amendment is more than \$500,000	Non statutory	Per application	\$772.00	\$799.00
Secondary Consent - Amendment to a Permit that is the subject of a VicSmart Application where the cost of any additional development permitted by the Amendment is \$10,000 or Less	Non statutory	Per application	\$145.00	\$150.00
Secondary Consent - Amendment to a Permit that is the subject of a VicSmart Application where the cost of any additional development permitted by the Amendment is more than \$10,000	Non statutory	Per application	\$223.00	\$230.80
Secondary Consent - Amendment to a Class 11, Class 12, Class13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is \$100,000 or less	Non statutory	Per application	\$595.00	\$617.30
Secondary Consent - Amendment to a Class 11, Class 12, Class13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is more than \$100,000 but not more than \$1,000,000	Non statutory	Per application	\$805.00	\$835.20

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Secondary Consent - Amendment to a Class 11, Class 12, Class13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is more than \$1,000,000 but not more than \$5,000,000	Non statutory	Per application	\$1,740.00	\$1,805.30
Secondary Consent - Amendment to a Class 11, Class 12, Class13, Class 14, Class 15 or Class 16 Permit where the cost of any additional development permitted by the Amendment is more than \$5,000,000	Non statutory	Per application	\$4,515.00	\$4,684.30
Secondary Consent Subdivision - Subdivide an existing building (other than a class 9 permit)	Statutory	Per application	\$680.40	\$704.20*
Secondary Consent Subdivision - Two lot subdivision (other than a class 9 or class 16 permit)	Statutory	Per application	\$680.40	\$704.20*
Secondary Consent Subdivision - Realignment of a common boundary or consolidate lots (other than a class 9 permit)	Statutory	Per application	\$680.40	\$704.20*
Secondary Consent Subdivision - Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	Statutory	Per application	\$680.40 per 100 lots	\$704.20* per 100 lots
a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	Statutory	Per application	\$680.40	\$704.20*
Secondary Consent of a Class 22 Permit A permit not otherwise provided for in the regulations	Statutory	Per application	\$680.40	\$704.20*

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Request under section 29A of the Building Act 1993 for report and consent on proposed demolition	Statutory	Per application	\$87.90	\$91.00*
Fast Track Fee - for minor planning application (such as painting of heritage buildings and minor works applications) that are able to be processed without advertising or the need for external referrals	Non statutory	Per application	\$150.00	\$155.60
Car Parking Consent - for determining satisfactory car parking where no Planning Permit is required	Non statutory	Per application	\$150.00	\$155.60
Advertising - Board per advertising sign when planning permit applications are required to be advertised	Non statutory	Per application	\$88.00	\$95.00
Advertising - Letter - per letter when planning permit applications are required to be advertised	Non statutory	Per application	\$12.00	\$12.00
Planning Confirmation - for response to requests for Planning information	Non statutory	Per application	\$200.00	\$210.00
Copy of Planning Register - for a copy of planning register	Non statutory	Per application	\$150.00	\$150.00
Pre application meetings fee	Non statutory	Per application	\$300.00	\$320.00
Extension of time				
<p>The owner or occupier may request an extension of time in the following circumstances:</p> <ul style="list-style-type: none"> before the permit expires or within six months afterwards, where the use or development allowed by the permit has not yet started; 	Non statutory	Per application	The Greater of: 50 per cent of the current application fee based on the	The Greater of: 50 per cent of the current application fee based on the

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
<ul style="list-style-type: none"> within 12 months after the permit expiry date, where the development allowed by the permit has lawfully started before the permit expired. 			Class of Application (Regulation 9) or \$660.	Class of Application (Regulation 9) or \$680.
Planning Support				
File Search – Building Certificates	Non Statutory	Per application	\$60.00	\$62.00
File Search – Building – Residential dwellings	Non Statutory	Per application	\$100.00	\$105.00
File Search – Building – Apartments or Commercial	Non Statutory	Per application	\$360.00	\$375.00
File search – Planning – Commercial Lodged from 2010 onwards	Non Statutory	Per application	\$115.00	\$120.00
File search – Planning – Residential lodged from 2010 onwards	Non Statutory	Per application	\$65.00	\$67.00
File search – Planning – Residential lodged prior to 2010	Non statutory	Per application	\$120.00	\$125.00
Scanning / photocopying fee - per sheet / page				
Scanning and photocopying A4	Non Statutory	per page	\$2.10	\$2.20
Scanning and photocopying A3	Non Statutory	per page	\$2.80	\$3.00
Scanning and photocopying A2	Non Statutory	per page	\$5.80	\$6.00
Scanning and photocopying A1 & A0	Non Statutory	per page	\$8.80	\$9.10

Health

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Food Act - New Food Premises Application Fees				
Class 1 & 2 - Regular Premises	Statutory	Per application	\$259.00	\$268.00
Class 3 - Regular Premises	Statutory	Per application	\$171.00	\$177.00
Class 2 & 3 - Home Business	Statutory	Per application	\$171.00	\$177.00
Food Act - Initial and Annual Renewal of Registration Fees				
Initial registration fees decrease on a pro-rata basis by 25 per cent every three months				
Class 1 - Childcare - Small (1 staff member)	Statutory	Per application	\$358.00	\$370.00
Class 1 - Aged / Residential Care / Delivery Meal Organisation / Manufacturer	Statutory	Per application	\$620.00	\$677.00
Class 2 - Regular Premises - Small	Statutory	Per application	\$358.00	\$370.00
Class 2 - Regular Premises - Medium	Statutory	Per application	\$654.00	\$677.00
Class 2 - Regular Premises - Large	Statutory	Per application	\$918.00	\$950.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Class 3 & 3A - Regular Premises - Small	Statutory	Per application	\$216.00	\$244.00
Class 3 - Regular Premises - Medium	Statutory	Per application	\$358.00	\$370.00
Class 3 - Regular Premises - Large	Statutory	Per application	\$492.00	\$510.00
Class 2 - Supermarkets - Small	Statutory	Per application	\$654.00	\$677.00
Class 2 - Supermarkets - Medium	Statutory	Per application	\$918.00	\$950.00
Class 2 - Supermarkets - Large	Statutory	Per application	\$1384.00	\$1,432.00
New Class 3 - Supermarkets - Small	Statutory	Per application	0.00	\$370.00
New Class 3 - Supermarkets - Medium	Statutory	Per application	0.00	\$510.00
New Class 3 - Supermarkets - Large	Statutory	Per application	0.00	\$677.00
Class 2 - Community Groups & Clubs - Small	Statutory	Per application	\$81.00	\$84.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Class 2 – Community Groups & Clubs – Medium	Statutory	Per application	\$163.00	\$169.00
Class 2 – Community Groups & Clubs – Large	Statutory	Per application	\$654.00	\$677.00
Class 3 – Community Groups & Clubs – Small	Statutory	Per application	\$70.00	\$72.00
Class 3 – Community Groups & Clubs – Medium	Statutory	Per application	\$137.00	\$142.00
Class 3 – Community Groups & Clubs – Large	Statutory	Per application	\$358.00	\$370.00
Class 1, 2 and 3 – Registered Charities	Statutory	Per application	\$0.00	\$0.00
Food Act – Initial and Annual Renewal of Registration Fees – Temporary and Mobile Premises				
Class 2 – Commercial Temporary Premises – up to three months	Statutory	Per application	\$121.00	\$125.00
Class 2 – Commercial Temporary Premises – three to six months	Statutory	Per application	\$244.00	\$252.00
Class 2 – Commercial Temporary Premises – six to 12 months	Statutory	Per application	\$487.00	\$504.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Class 3 - Commercial Temporary Premises - up to three months	Statutory	Per application	\$90.00	\$93.00
Class 3 - Commercial Temporary Premises - three to six months	Statutory	Per application	\$179.00	\$185.00
Class 3 - Commercial Temporary Premises - six to 12 months	Statutory	Per application	\$358.00	\$370.00
Class 2 - Commercial Mobile or Temporary Premises - single event or maximum of two consecutive days	Statutory	Per application	\$81.00	\$84.00
Class 3 - Commercial Mobile or Temporary Premises - single event or maximum of two consecutive days	Statutory	Per application	\$70.00	\$72.00
Class 2 - Mobile or Temporary Premises - Community Group, Sporting Clubs & Not for Profit - operating occasionally, seasonally or up to 12 months - operating occasionally, seasonally or up to 12 months	Statutory	Per application	\$79.00	\$82.00
Class 3 - Mobile or Temporary Premises - Mobile or Temporary Premises, Community Group, Sporting Clubs & Not for Profit - operating occasionally, seasonally or up to 12 months - operating occasionally, seasonally or up to 12 months	Statutory	Per application	\$68.00	\$70.00
Class 2 - Mobile or Temporary Premises associated with a permanent fixed premises	Statutory	Per application	\$169.00	\$175.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Class 3 – Mobile or Temporary Premises associated with a permanent fixed premises	Statutory	Per application	\$137.00	\$142.00
Food Act Pre –sale Inspection Report and Late Fees				
Class 1 & 3 – Pre-sale Inspection Report	Statutory	Per application	\$173.00	\$179.00
Class 2 – Pre-sale Inspection Report	Statutory	Per application	\$254.00	\$263.00
Class 1 – Renewal of Registration Late Fee	Statutory	Per application	\$81.00	\$84.00
Class 2 and 3 – Renewal of Registration Late Fee	Statutory	Per application	\$135.00	\$140.00
Public Health and Wellbeing Act – Personal Care & Body Art (PCBA) Premises Fees				
Hairdresser and low-risk beauty parlour fee is full amount and is a one-off single payment with no requirement to renew annually. For skin penetration, colonic irrigation, higher risk beauty parlour and hairdressers with additional beauty treatments, the initial registration fees decrease on a pro-rata basis by 25 per cent every three months.				
PCBA Personal Care Body Art Application Fee	Statutory	Per application	\$104.00	\$108.00
PCBA Initial Registration Fee	Statutory	Per application	\$216.00	\$224.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
PCBA Renewal of Registration Late Fee	Statutory	Per application	\$81.00	\$84.00
PCBA Renewal of Registration Fee	Statutory	Per application	\$216.00	\$224.00
PCBA Transfer of Registration Fee	Statutory	Per application	\$135.00	\$140.00
PCBA Transfer Inspection Report Fee	Statutory	Per application	\$216.00	\$224.00
Public Health & Wellbeing Act – Prescribed Accommodation – Residential Accommodation / Rooming House / Youth Hostel / Student Dormitory / Hotel / Motel – Initial and Annual Renewal of Registration Fees				
Property with 1 - 10 residents	Statutory	Per application	\$280.00	\$290.00
Property with 11 - 20 residents	Statutory	Per application	\$440.00	\$455.00
Property with 21 - 40 residents	Statutory	Per application	\$641.00	\$677.00
Property with 41 - 60 residents	Statutory	Per application	\$1,074.00	\$1,112.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Property with 61 - 80 residents	Statutory	Per application	\$1,794.00	\$1,857.00
Property with 81+ residents	Statutory	Per application	\$2,214.00	\$2,292.00
Public Health and Wellbeing Act – Aquatic Facilities – Initial and Annual Renewal of Registration Fees				
Public Swimming Pool (1 pool)	Statutory	Per application	\$291.00	\$301.00
Public Swimming Pool (2-4 pools)	Statutory	Per application	\$395.00	\$409.00
Public Swimming Pool (4+pools)	Statutory	Per application	\$498.00	\$515.00
Food Act and Public Health & Wellbeing Act – Infringements				
Statutory Penalty Unit	Statutory	Per application	\$184.92	\$191.40*
Penalty Reminder Notice	Statutory	Per application	\$26.60	\$27.50*

Local Laws and Animal Management

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Local Laws				
Local Laws reclaim fee - impounded goods, for any goods, materials impounded by Council that are released to the owner such as shopping trolleys	Non statutory	Per Item	\$164.20	\$170.40
Local Laws Infringements				
Local Law No.1 (<i>Infringements Act 2006</i>) per penalty unit	Statutory	Per infringement	\$100.00	\$191.40*
Local Laws - Penalty Reminder Notice	Statutory	Per infringement	\$26.60	\$27.50*
Animal Management				
Domestic Animal Business registration fee	Statutory	Per registration	\$285.90	\$295.90
Animal Management Infringements (Domestic Animal Act 1994)				
Domestic Animal Act 1994 Infringements per penalty unit	Statutory	Per infringement	\$184.90	\$191.40*
Animal - Penalty Reminder Notice	Statutory	Per infringement	\$26.60	\$27.50*
Dog				
Permit for multiple dogs per residence (one off payment)	Statutory	Per registration	\$70.00	\$70.00
Restricted breed dog - includes any declared, menacing, dangerous dogs	Statutory	Per registration	\$305.25	\$305.25

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Minimum fee non-pensioner	Statutory	Per registration	\$74.30	\$76.90
Maximum fee non-pensioner	Statutory	Per registration	\$222.85	\$230.60
Minimum fee pensioner	Statutory	Per registration	\$37.15	\$38.50
Maximum fee pensioner	Statutory	Per registration	\$111.40	\$115.30
Reclaim impounding fee	Non statutory	Per registration	\$176.45	\$183.10
Rebate for Assist Dogs (on production of required documentation)	Statutory	Per registration	(\$70.00)	(\$70.00)
Cat				
Minimum fee non-pensioner	Statutory	Per registration	\$41.70	\$43.20
Maximum fee non-pensioner	Statutory	Per registration	\$125.15	\$129.50
Minimum fee pensioner	Statutory	Per registration	\$20.85	\$21.60
Maximum fee pensioner	Statutory	Per registration	\$62.60	\$64.80
Reclaim impounding fee	Statutory	Per registration	\$91.80	\$95.20

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Bond cat trap (refundable)	Bond	Per trap	\$100.00	\$100.00
Cat trap fee per week	Non statutory	Per registration	\$11.20	\$11.60

Transport and parking management

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Car Share Program – <i>^ subject to endorsement of the new policy.</i>				
Licence fee renewals for car share bays	Non statutory	Per renewal	\$85.00	TBA^
Car Share Program – Installation of new car share bays	Non statutory	Per installation	\$1,400.00	TBA^
Parking permits				
Resident parking permit. Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	Non statutory	Per Vehicle	\$87.00	\$90.00
Combined parking permit (resident/foreshore). Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	Non statutory	Per Vehicle	\$129.00	\$142.00
Visitor parking permit (annual). Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	Non statutory	Per Vehicle	\$122.00	\$126.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Foreshore parking permit. Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	Non statutory	Per Vehicle	\$64.00	\$68.00
Foreshore Club Parking permit. Concession Card holders are entitled to obtain one Residential permit free of charge and subsequent permits at half price.	Non statutory	Per Vehicle	\$112.00	\$150.00
Tradespersons parking permit (per week)	Non statutory	Per Vehicle	\$58.00	\$60.00
Temporary parking permit per space per day	Non statutory	Per Vehicle	\$63.00	\$65.00
Permit reissue - Admin fee	Non statutory	Per Vehicle	\$24.00	\$25.00
Musicians Loading Permit	Non statutory	Per Vehicle	\$83.00	\$88.00
Parking machine charges				
Paid Parking Credit Card Gateway Fee	Non statutory		\$0.12	\$0.12
Elwood Foreshore Carpark - maximum/daily (1 July to 30 September and 1 April to 30 June)	Non statutory	Per day	\$9.00	\$9.50
Elwood Foreshore Carpark - maximum/daily (1 October to 31 March)	Non statutory	Per day	\$13.30	\$14.00
Elwood Foreshore Carpark - per hour (1 July to 30 September and 1 April to 30 June)	Non statutory	Per hour	\$2.10	\$2.50
Elwood Foreshore Carpark - per hour (1 October to 31 March)	Non statutory	Per hour	\$5.60	\$6.00
Fishermans Bend north of Woodgate Street and east of Boundary Street	Non statutory	Per hour	\$1.00	\$1.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail) – (1 July to 30 September and 1 April to 30 June)	Non statutory	Per day	\$9.00	\$9.40
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail). (1 October to 31 March)	Non statutory	Per day	\$13.30	\$14.00
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail). (1 July to 30 September and 1 April to 30 June)	Non statutory	Per hour	\$2.10	\$2.30
Fitzroy Street Area, including Pattison Street and St Kilda West and excluding Beaconsfield Parade (tourist/retail). (1 October to 31 March)	Non statutory	Per hour	\$4.10	\$4.50
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore).	Non statutory	Per day	\$16.40	\$17.50
Foreshore area (tourist and excluding Waterfront Place, Station Pier and Elwood Foreshore).	Non statutory	Per hour	\$6.10	\$6.50
South Melbourne Central – Clarendon Street Retail Precinct.	Non statutory	Per day	\$9.40	\$10.00
South Melbourne Central – Clarendon Street Retail Precinct.	Non statutory	Per hour	\$2.20	\$2.50
South Melbourne Central – North of Park and Ferrars Street (industrial).	Non statutory	Per day	\$9.40	\$10.00
South Melbourne Central – North of Park and Ferrars Street (industrial).	Non statutory	Per hour	\$2.20	\$2.50
South Melbourne East – North East of Kingsway (commercial).	Non statutory	Per hour	\$4.20	\$4.50
South Melbourne East – North East of Kingsway (commercial)	Non statutory	Per day	n/a	\$14.60
South Melbourne South – Albert Road area (commercial).	Non statutory	Per day	\$13.30	\$14.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
South Melbourne South – Albert Road area (commercial).	Non statutory	Per hour	\$4.20	\$4.50
South Melbourne West – South West of Ferrars Street (Industrial).	Non statutory	Per day	\$9.40	\$10.00
South Melbourne West – South West of Ferrars Street (Industrial)	Non statutory	Per hour	\$2.20	\$2.50
St Kilda Road – North of St Kilda Junction (commercial)	Non statutory	Per hour	\$4.20	\$4.50
St Kilda Road – North of St Kilda Junction (commercial)	Non statutory	Per day	n/a	\$14.60
St Kilda Road – South of St Kilda Junction (commercial / retail)	Non statutory	Per day	\$10.00	\$12.00
St Kilda Road – South of St Kilda Junction (commercial / retail)	Non statutory	Per day	\$3.00	\$2.30
Station Pier and Waterfront Place (1 October – 31 March)	Non statutory	Per day	\$13.30	\$14.60
Station Pier and Waterfront Place (1 July to 30 September and 1 April – 30 June)	Non statutory	Per day	\$9.00	\$9.50
Station Pier and Waterfront Place (1 July to 30 September and 1 April – 30 June)	Non statutory	Per hour	\$2.10	\$2.50
Station Pier and Waterfront Place (1 October to 31 March)	Non statutory	Per hour	\$5.60	\$6.00
Parking enforcement				
Unregistered and abandoned vehicle release fee	Non statutory	Per vehicle	\$470.00	\$600.00
Daily vehicle storage fee after 48 hours	Non statutory	Per vehicle	\$21.00	\$25.00
Vehicle Clearway Release Fee	Non statutory	Per vehicle	\$460.00	\$470.00
Vehicle Transfer from Nationwide Towing to Manheim	Non statutory	Per vehicle	\$805.00	\$880.00
Parking Infringements				
Penalty Fines – class 1	Statutory	Per infringement	\$92.00	\$95.20*
Penalty Fines – class 2	Statutory	Per infringement	\$111.00	\$114.90*

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Penalty Fines - class 3	Statutory	Per infringement	\$185.00	\$191.50*
Penalty Reminder Notice	Statutory	Per infringement	\$26.60	\$27.50*
Lodgement fee	Statutory	Per infringement	\$79.70	\$82.50*
Planning Compliance Infringements				
Planning Infringement Notice - Individual (Penalty Fines Class 3)	Statutory	Penalty unit	\$925.00	\$1,248.75*
Planning Infringement Notice - Company (Penalty Fines Class 3)	Statutory	Penalty unit	\$1,848.80	\$2,494.80*
Penalty Reminder Notice	Statutory	Penalty unit	\$26.60	\$27.50*

Sustainable Port Phillip

Waste management

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Resource Recovery Centre Fees – Non-Resident	Non statutory	Car Boot	\$48.00	\$50.00
Resource Recovery Centre Fees – Non-Resident	Non statutory	Large Trailer	\$185.00	\$192.00
Resource Recovery Centre Fees – Non-Resident	Non statutory	Small trailer	\$113.00	\$117.00
Resource Recovery Centre Fees – Non-Resident	Non statutory	s/wagon and utility	\$87.00	\$90.00
Resource Recovery Centre Fees	Non statutory	(Car Boot)	\$29.00	\$30.00
Resource Recovery Centre Fees	Non statutory	Contractors m3	\$119.00	\$123.00
Resource Recovery Centre Fees	Non statutory	Large trailer	\$135.00	\$140.00
Resource Recovery Centre Fees	Non statutory	Small trailer	\$74.00	\$77.00
Resource Recovery Centre Fees	Non statutory	s/wagon and utility	\$56.00	\$58.00

Amenity

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Administration fee for approved public tree removal and replacement	Non statutory	Per Request	-	\$110.00
Amenity valuation cost recovery for approved public tree removal and replacement.	Non statutory	Upon Request	-	-
Asset Road Reinstatement - Refundable Bond	Non statutory	Bond	\$1,600.00	N/A
Street Furniture Removal (includes bus shelters, seats, bins, bollards, bike hoops, planter boxes and any other street furniture item within the road reserve)	Non statutory	Upon Request	-	-

Vibrant Port Phillip

Arts & Culture

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Heritage				
Curatorial Services (heritage image reproduction service - digital image delivery by email or CD)	Non statutory	Per Item	\$0.00	\$0.00
Gallery hire fee for exhibitions - room 1 (4-week hire)	Non statutory	Per application	\$38.50	\$38.50
Gallery hire fee for exhibitions - rooms 1, 2 and 3 groups (4-week hire)	Non statutory	Per application	\$965.00	\$965.00
Gallery hire fee for exhibitions - rooms 1, 2 and 3 individuals (4-week hire)	Non statutory	Per application	\$2,035.00	\$2,035.00
Gallery hire fee for exhibitions - rooms 2 and 3 (4-week hire)	Non statutory	Per application	\$1,425.00	\$1,425.00
Hire of Shakespeare Grove Artist studios (standard 3m x 3.5m and pro rata for larger studios)	Non statutory	Per application	\$135.00	\$135.00
Filming Permits				
Filming Permits (motion pictures and related photography (first day)	Non statutory	First day	\$990.00	\$1,100
Filming Permits (motion pictures and related photography (second day)	Non statutory	Second day	\$600.00	\$660.00
Filming Permits (motion pictures and related photography (third and subsequent days)	Non statutory	< three days	\$205.00	\$225.00
Filming Permits (motion pictures, half day)	Non statutory	Per half day	\$600.00	\$660.00
Filming Permits (service fee - low budget)	Non statutory	Per application	\$55.00	\$60.00
Filming Permits (service fee - no budget)	Non statutory	Per application	\$20.00	\$20.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Photography Permit (half day)	Non statutory	Half day	\$250.00	\$275.00
Photography Permit (commercial stills photography (first day)	Non statutory	First day	\$455.00	\$500.00
Photography Permit (commercial stills photography second and subsequent days)	Non statutory	Second and subsequent days	\$205.00	\$225.00

Economic Development & Tourism

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Parklet Fees				
Annual business parklets - New applications, amendments and transfers of ownership fee	Non statutory	Per application	\$250.00	\$260.00
Annual Business Parklet Renewal fee	Non statutory	Per application	\$75.00	\$78.00
Revitalisation rate - Annual business parklet, per bay	Non statutory	Per item	\$1,517.50	\$1,574.00
Tier 1 - Annual business parklet, per bay	Non statutory	Per item	\$1,517.50	\$1,574.00
Tier 2 - Annual business parklet, per bay	Non statutory	Per item	\$1,807.50	\$1,875.00
Tier 3 - Annual business parklet, per bay	Non statutory	Per item	\$2,097.50	\$2,176.00
Tier 4 - Annual business parklet, per bay	Non statutory	Per item	\$2,387.50	\$2,477.00
Tier 5 - Annual business parklet, per bay	Non statutory	Per item	\$2,677.50	\$2,777.00
Tier 6 - Annual business parklet, per bay	Non statutory	Per item	\$2,967.50	\$3,078.00
Tier 7 - Annual business parklet, per bay	Non statutory	Per item	\$3,257.50	\$3,379.00
Tier 8 - Annual business parklet, per bay	Non statutory	Per item	\$3,547.50	\$3,680.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Tier 9 - Annual business parklet, per bay	Non statutory	Per item	\$3,837.50	\$3,981.00
Tier 10 - Annual business parklet, per bay	Non statutory	Per item	\$4,092.50	\$4,246.00
Seasonal business parklets - New applications, amendments and transfers of ownership fee	Non statutory	Per application	\$120.00	\$125.00
Revitalisation rate - Seasonal business parklet, per bay (A season is defined from 1 October to 30 April)	Non statutory	Per item	\$1,062.25	\$1,100.00
Tier 1 - Seasonal business parklet, per bay	Non statutory	Per item	\$1,062.25	\$1,100.00
Tier 2 - Seasonal business parklet, per bay	Non statutory	Per item	\$1,265.25	\$1,312.00
Tier 3 - Seasonal business parklet, per bay	Non statutory	Per item	\$1,468.25	\$1,523.00
Tier 4 - Seasonal business parklet, per bay	Non statutory	Per item	\$1,671.25	\$1,733.00
Tier 5 - Seasonal business parklet, per bay	Non statutory	Per item	\$1,874.25	\$1,944.00
Tier 6 - Seasonal business parklet, per bay	Non statutory	Per item	\$2,077.25	\$2,155.00
Tier 7 - Seasonal business parklet, per bay	Non statutory	Per item	\$2,280.25	\$2,365.00
Tier 8 - Seasonal business parklet, per bay	Non statutory	Per item	\$2,483.25	\$2,576.00
Tier 9 - Seasonal business parklet, per bay	Non statutory	Per item	\$2,686.25	\$2,272.00
Tier 10 - Seasonal business parklet, per bay	Non statutory	Per item	\$2,864.75	\$2,972.00
Footpath occupancy permits - Tables - to place a table on the footpath (annual cost per item) ** Valuation year rates TBA				
Acland Street - Primary Table	Non statutory	Per item	\$30.80	\$31.95**
Acland Street - Secondary Table	Non statutory	Per item	\$64.96	\$67.40**
Armstrong Street - Primary Table	Non statutory	Per item	\$49.28	\$51.10**
Barkly Street - Primary Table	Non statutory	Per item	\$58.80	\$61.00**
Barkly Street - Secondary Table	Non statutory	Per item	\$46.48	\$48.20**

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Bay Street – Primary Table	Non statutory	Per item	\$53.20	\$55.20**
Bay Street – Secondary Table	Non statutory	Per item	\$38.08	\$39.50**
Bridport Street – Primary Table	Non statutory	Per item	\$75.60	\$78.45**
Bridport Street – Secondary Table	Non statutory	Per item	\$47.04	\$48.80**
Carlisle Street – Primary Table	Non statutory	Per item	\$30.80	\$31.95**
Carlisle Street – Secondary Table	Non statutory	Per item	\$44.24	\$45.90**
Clarendon Street – Primary Table	Non statutory	Per item	\$56.00	\$58.10**
Clarendon Street – Secondary Table	Non statutory	Per item	\$44.24	\$45.90**
Coventry Street – Primary Table	Non statutory	Per item	\$53.20	\$55.20**
Fitzroy Street – Primary Table	Non statutory	Per item	\$30.80	\$31.95**
Fitzroy Street – Secondary Table	Non statutory	Per item	\$38.08	\$39.50**
Glen Eira Road – Primary Table	Non statutory	Per item	\$39.20	\$40.65**
Glenhuntly Road – Primary Table	Non statutory	Per item	\$46.48	\$48.20**
Ormond Road – Primary Table	Non statutory	Per item	\$53.20	\$55.20**
Tennyson Street – Primary Table	Non statutory	Per item	\$38.08	\$39.50**
Victoria Avenue – Primary Table	Non statutory	Per item	\$35.28	\$36.60**
All other areas – Tertiary Table		Per item	\$30.80	\$31.95**
Footpath occupancy permits – Chairs – to place a chair on the footpath (annual cost per item) *Valuation year rates TBA				
Acland Street – Primary Chair	Non statutory	Per item	\$47.30	\$49.05**
Acland Street – Secondary Chair	Non statutory	Per item	\$99.76	\$103.50**
Armstrong Street – Primary Chair	Non statutory	Per item	\$75.68	\$78.52**
Barkly Street – Primary Chair	Non statutory	Per item	\$90.30	\$93.70**

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Barkly Street – Secondary Chair	Non statutory	Per item	\$71.38	\$74.05**
Bay Street – Primary Chair	Non statutory	Per item	\$81.70	\$84.75**
Bay Street – Secondary Chair	Non statutory	Per item	\$58.49	\$60.65**
Bridport Street – Primary Chair	Non statutory	Per item	\$116.10	\$120.45**
Bridport Street – Secondary Chair	Non statutory	Per item	\$72.24	\$74.95**
Carlisle Street – Primary Chair	Non statutory	Per item	\$47.30	\$49.05**
Carlisle Street – Secondary Chair	Non statutory	Per item	\$67.94	\$70.50**
Clarendon Street – Primary Chair	Non statutory	Per item	\$86.00	\$89.20**
Clarendon Street – Secondary Chair	Non statutory	Per item	\$67.94	\$70.50**
Coventry Street – Primary Chair	Non statutory	Per item	\$81.70	\$84.75**
Fitzroy Street – Primary Chair	Non statutory	Per item	\$47.30	\$49.05**
Fitzroy Street – Secondary Chair	Non statutory	Per item	\$58.48	\$60.65**
Glen Eira Road – Primary Chair	Non statutory	Per item	\$60.20	\$62.45**
Glenhuntly Road – Primary Chair	Non statutory	Per item	\$71.38	\$74.05**
Ormond Road – Primary Chair	Non statutory	Per item	\$81.70	\$84.75**
Tennyson Street – Primary Chair	Non statutory	Per item	\$58.48	\$60.65**
Victoria Ave – Primary Chair	Non statutory	Per item	\$54.18	\$56.20**
All other areas – Tertiary Chair	Non statutory	Per item	\$47.30	\$49.05**
Footpath occupancy permits – Glass Screens – Tables – to place a table within a glass screen on the footpath (annual cost per item) *Valuation year rates TBA				
Acland Street – Primary Table with Glass Screens	Non statutory	Per item	\$46.20	\$47.90**
Acland Street – Secondary Table with Glass Screens	Non statutory	Per item	\$97.44	\$101.10**

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Armstrong Street - Primary Table with Glass Screens	Non statutory	Per item	\$73.92	\$76.65**
Barkly Street - Primary Table with Glass Screens	Non statutory	Per item	\$88.20	\$91.50**
Barkly Street - Secondary Table with Glass Screens	Non statutory	Per item	\$69.72	\$72.30**
Bay Street - Primary Table with Glass Screens	Non statutory	Per item	\$79.80	\$82.80**
Bay Street - Secondary Table with Glass Screens	Non statutory	Per item	\$57.12	\$59.25**
Bridport Street - Primary Table with Glass Screens	Non statutory	Per item	\$113.40	\$117.65**
Bridport Street - Secondary Table with Glass Screens	Non statutory	Per item	\$70.56	\$73.20**
Carlisle Street - Primary Table with Glass Screens	Non statutory	Per item	\$46.20	\$47.90**
Carlisle Street - Secondary Table with Glass Screens	Non statutory	Per item	\$66.36	\$68.85**
Clarendon Street - Primary Table with Glass Screens	Non statutory	Per item	\$84.00	\$87.15**
Clarendon Street - Secondary Table with Glass Screens	Non statutory	Per item	\$66.36	\$68.85**
Coventry Street - Primary Table with Glass Screens	Non statutory	Per item	\$79.80	\$82.80**
Fitzroy Street - Primary Table with Glass Screens	Non statutory	Per item	\$46.20	\$47.90**
Fitzroy Street - Secondary Table with Glass Screens	Non statutory	Per item	\$57.12	\$59.25**
Glen Eira Road - Primary Table with Glass Screens	Non statutory	Per item	\$58.80	\$61.00**
Glenhuntly Road - Primary Table with Glass Screens	Non statutory	Per item	\$69.72	\$72.30**
Ormond Road - Primary Table with Glass Screens	Non statutory	Per item	\$79.80	\$82.80**
Tennyson Street - Primary Table with Glass Screens	Non statutory	Per item	\$57.12	\$59.25**
Victoria Ave - Primary Table with Glass Screens	Non statutory	Per item	\$52.92	\$54.90**
All other areas - Tertiary Table with Glass Screens	Non statutory	Per item	\$46.20	\$47.90**
Footpath occupancy permits - Glass Screens - Chairs - to place a chair within a glass screen on the footpath (annual cost per item) *Valuation year rates TBA				

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Acland Street – Primary Chair with Glass Screens	Non statutory	Per item	\$70.95	\$73.60**
Acland Street – Secondary Chair with Glass Screens	Non statutory	Per item	\$149.64	\$155.25**
Armstrong Street – Primary Chair with Glass Screens	Non statutory	Per item	\$113.52	\$117.75**
Barkly Street – Primary Chair with Glass Screens	Non statutory	Per item	\$135.45	\$140.50**
Barkly Street – Secondary Chair with Glass Screens	Non statutory	Per item	\$107.07	\$111.10**
Bay Street – Primary Chair with Glass Screens	Non statutory	Per item	\$122.55	\$127.15**
Bay Street – Secondary Chair with Glass Screens	Non statutory	Per item	\$87.72	\$91.00**
Bridport Street – Primary Chair with Glass Screens	Non statutory	Per item	\$174.15	\$180.70**
Bridport Street – Secondary Chair with Glass Screens	Non statutory	Per item	\$108.36	\$112.40**
Carlisle Street – Primary Chair with Glass Screens	Non statutory	Per item	\$70.95	\$73.60**
Carlisle Street – Secondary Chair with Glass Screens	Non statutory	Per item	\$101.91	\$105.75**
Clarendon Street – Primary Chair with Glass Screens	Non statutory	Per item	\$129.00	\$133.85**
Clarendon Street – Secondary Chair with Glass Screens	Non statutory	Per item	\$101.91	\$105.75**
Coventry Street – Primary Chair with Glass Screens	Non statutory	Per item	\$122.55	\$127.15**
Fitzroy Street – Primary Chair with Glass Screens	Non statutory	Per item	\$70.95	\$73.60**
Fitzroy Street – Secondary Chair with Glass Screens	Non statutory	Per item	\$87.82	\$91.10**
Glen Eira Road – Primary Chair with Glass Screens	Non statutory	Per item	\$90.30	\$93.70**
Glenhuntly Road – Primary Chair with Glass Screens	Non statutory	Per item	\$107.07	\$111.10**
Ormond Road – Primary Chair with Glass Screens	Non statutory	Per item	\$122.55	\$127.15**
Tennyson Street – Primary Chair with Glass Screens	Non statutory	Per item	\$87.72	\$91.00**
Victoria Avenue – Primary Chair with Glass Screens	Non statutory	Per item	\$81.27	\$84.30**
All other areas – Tertiary Chair with Glass Screens	Non statutory	Per item	\$70.95	\$73.60**

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Footpath occupancy permits – various				
Footpath Trading - Display of goods	Non statutory	Per item	\$346.72	\$360.00
Footpath Trading - Planters per business	Non statutory	Per item	\$0.00	\$0.00
Footpath Trading - Screens per premises with outdoor furniture	Non statutory	Per item	\$180.00	186.70
Footpath Trading - Outdoor heaters	Non statutory	Per item	\$119.00	\$123.30
Footpath Trading - Renewal Fee	Non statutory	Per application	\$70.00	\$72.60
Footpath Trading - New Applications, amendments and transfers of ownership	Non statutory	Per application	\$120.00	\$124.50
Application fee for fixed items including glass screens and retractable awnings	Non statutory	Per item	\$250.00	\$259.40
Footpath Trading - Miscellaneous items including menu boards	Non statutory	Per item	\$165.00	\$171.15
Footpath Trading - Delineation marker installation (per marker)	Non statutory	Per marker	\$42.45	\$44.00
Temporary Permits				
Temporary - Marketing & Promotion activity (daily charge). (Used for existing footpath trading permit-holders and one-day promotions)	Non statutory	Per application	\$75.85	\$78.70
Mobile Food Vans				
Mobile Food Vehicle Permit Fee	Non statutory	Per vehicle	\$2,325.60	\$2,415.00
Mobile Food Vehicle Application/Renewal Fee, to assess up to three proposed locations	Non statutory	Per vehicle	\$275.00	\$285.00

Festivals

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
St Kilda Film Festival				
St Kilda Film Festival call for entry fee – early bird rate	Non statutory	Per application	\$34.00	\$36.30
St Kilda Film Festival call for entry fee – standard rate	Non statutory	Per application	\$47.00	\$48.80
St Kilda Festival				
St Kilda Festival Carnival site fee	Non statutory	Per application	\$31,365.00	Upon application
St Kilda Festival All Food Vending Areas (over 15 m2)	Non statutory	Per application	\$133.00	\$138.00
St Kilda Festival All Food Vending Areas (under 15 m2)	Non statutory	Per application	\$86.50	\$89.70
St Kilda Festival Itinerant Market Stall (high pedestrian zone)	Non statutory	Per application	\$360.00	\$373.50
St Kilda Festival Itinerant Market Stall (regular zone)	Non statutory	Per application	\$187.00	\$194.00
St Kilda Festival Permit Administration Fee	Non statutory	Per application	\$35.00	\$36.30
St Kilda Festival Road trading (non-alcohol per m2)	Non statutory	Per application	\$11.00	\$11.40
St Kilda Festival Road Trading (with alcohol per m2)	Non statutory	Per application	\$30.00	\$30.60
Cost Recovery (infrastructure and power hire)	Non statutory		Cost Recovery	Cost Recovery
Esplanade Market				
Administration fee – new stallholders	Non statutory	Per application	\$30.00	\$30.00
Coffee Vendors				
Coffee Vendor – Casual Fee	Non statutory	Per application	\$120.00	\$200.00
Coffee Vendor (6-month permit)	Non statutory	Per application	\$2500.00	\$3000.00
Coffee Vendor (12 month permit)	Non statutory	Per application	0.00	\$5,900.00
Art & Craft / Pre-packaged Food 2.4m				
Art & Craft / Pre-packaged Food (3 monthly permits) 2.4m	Non statutory	Per application	\$653.00	\$720.00
Art & Craft / Pre-packaged Food (6 monthly permits) 2.4m	Non statutory	Per application	\$1,192.00	\$1,250.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Art & Craft / Pre-packaged Food (12 monthly permits) 2.4m	Non statutory	Per application	\$2,220.00	\$2,295.00
Art & Craft / Pre-packaged Food (casual permits) 2.4m	Non statutory	Per application	\$89.00	\$92.00
Art & Craft / Pre-packaged Food 3m				
Art & Craft / Pre-packaged Food (3 monthly permits) 3m	Non statutory	Per application	\$720.00	\$780.00
Art & Craft / Pre-packaged Food (6 monthly permits) 3m	Non statutory	Per application	\$1,310.00	\$1,375.00
Art & Craft / Pre-packaged Food (12 monthly permits) 3m	Non statutory	Per application	\$2,442.00	\$2,550.00
Art & Craft / Pre-packaged Food (casual permits) 3m	Non statutory	Per application	\$99.00	\$102.00
Late fee on invoice payment - casual stallholders	Non statutory		\$10.00	\$10.00
Late fee on invoice payment - permanent stallholders	Non statutory		\$30.00	\$30.00
Paid Promotional Activity	Non statutory	Per day	\$1500.00	\$2000.00
Paid Promotional Activity	Non statutory	Per half day	\$750.00	\$1,000.00
Food Traders / Trucks				
Food Vendor - Casual stalls	Non statutory	Per application	\$180.00	\$250.00
Food Vendor (6 month permit)	Non statutory	6 month permit	\$2,700.00	\$3,750.00
Food Vendor (12 months permit)	Non statutory	12 month permit	0.00	\$7,400.00
Student				
Design Students and under 18 Students, currently studying - fee waiver on all fees for 3 months of trade or bookings.	Non statutory	Per application	\$0.00	\$0.00
U18yrs Secondary Student - Casual permit	Non statutory	Per application	\$35.00	\$35.00
Art & Design Tertiary Students - Casual permit	Non statutory	Per application	0.00	\$55.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Weddings and Minor Events				
Heritage gardens (2hr permit)	Non statutory	Per application	\$365.00	\$375.00
Non-heritage gardens (2hr permit)	Non statutory	Per application	\$215.00	\$220.00
Wedding photography only	Non statutory	Per application	\$110.00	\$115.00
Events Administration				
Event and promotion application fee	Non statutory	Per application	\$100.00	\$105.00
Variations and late information (\$300-\$6,500)	Non statutory	Per application	\$300.00	\$300.00
Parking on Reserve fee	Non statutory	Per car	\$110.00	\$110.00
Traffic management costs	Non statutory	Per hour	\$125.00	\$150.00
Winter events 50% of full fee	Non statutory	Per application	\$2,320.00	\$3000.00
Promotions				
Distributing Promotional Flyers - for CoPP businesses	Non statutory	Full Day / eight hours	\$110.00	\$110.00
Distributing Promotional Flyers - for CoPP businesses	Non statutory	Per hour	\$20.00	\$20.00
Product Promotions - per day fee for an eight-hour day package.	Non statutory	Min. 3 day	\$2,585.00	\$2681.00
Product Promotions - roving, no structures	Non statutory	Per hour	\$350.00	\$363.00
Product Promotion - with structure or vehicle	Non statutory	Per hour	\$540.00	\$560.00
Markets				
Outdoor Markets (per session)	Non statutory	Per session	\$688.00	\$710.00
Commercial Event or Promotion - Site fee per day				
Bump in and bump out fee - weekdays per day	Non statutory	Per application	\$711.00	\$715.00
Bump in and bump out fee - weekends per day	Non statutory	Per application	\$869.00	\$870.00
Closure of Pier Road	Non statutory	Per day	\$2,075.00	\$2,150.00
Intermediate events	Non statutory	Per day	\$715.00	\$740.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Large events	Non statutory	Per day	\$2,910.00	\$2,910.00
Medium events	Non statutory	Per day	\$1,375.00	\$1,425.00
Major Events High risk/high impact event (\$7,500 - \$50,000)	Non statutory	Per application	\$7,300.00	\$7,500.00
Refundable Noise Bond (\$5,000-\$20,000)	Non statutory	Bond	Based on event	Based on event
Refundable Security Bond per site (\$5,000 - \$50,000)	Non statutory	Per application	Based on event	Based on event
Small events	Non statutory	Per application	\$315.00	\$400.00
Small Event Public Liability Insurance	Non statutory	Per application	\$31.50	\$35.00
On-road Events				
Combination Events (reserve and road use) for events with over 2000 registered participants, additional fee per registered participant 2001+	Non statutory	Per application	\$5.50	\$5.70
Combination Events (Reserve and Road use); flat fee 0 - 2000 registered participants inclusive	Non statutory	Flat rate	\$11,155.00	\$11,570.00
On-Road Only (per participant) - minimum charge 2,000 participants	Non statutory	Per participant	\$1.70	\$1.80
Busking Fee - 6 months 9am - 9pm	Non statutory	Per application	\$30.00	\$30.00
Busking fees - 12 months 9am - 9pm	Non statutory	Per application	\$55.00	\$55.00
Street Stall Permit/Collection	Non statutory	Per application	\$68.00	\$70.00
Temporary signage fee - up to 14 days only	Non statutory	Per application	\$158.00	\$160.00
Promotions				
NEW St Kilda Festival Package - as negotiated (\$10,000-\$50,000)	Non statutory	Per application	\$0.00	\$10,000.00
NEW Product promos (St K. premium/peak) - per day fee/8hr day	Non statutory	Per application	\$0.00	\$5,000.00
NEW Product promos (St K. premium/peak) per day/8hr day package (min 3 days)	Non statutory	Per application	\$0.00	\$3,500.00
NEW Product promos w structures/vehicles (per hr) St K premium/peak	Non statutory	Per application	\$0.00	\$750.00
NEW Product promos - roving, no structures (per hr) St K premium/peak	Non statutory	Per application	\$0.00	\$500.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
NEW Bump in/out fee per day - long term/negotiated events (\$300-\$1000)	Non statutory	Per application	\$0.00	\$300.00

Libraries

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
B&W copying A3	Non statutory	Per copy	\$0.20	\$0.40
B&W copying A4	Non statutory	Per copy	\$0.20	\$0.20
Colour copying charges	Non statutory	Per copy	\$1.10	\$1.10
Inter Library Loans	Non statutory	Per loan	\$28.50	\$28.50
Internet/PC copy charges	Non statutory	Per copy	\$0.20	\$0.20
Local History microfiche copies	Non statutory	Per copy	\$0.20	\$0.20

South Melbourne Market

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Rooftop Car Parking on weekend Market Days (*Early Bird to 10am 2 hours free parking)				
0-1 hrs*	Non statutory	Per hour	\$2.00	\$2.00
1-2 hrs*	Non statutory	Per hour	\$4.00	\$4.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
2-3 hrs	Non statutory	Per hour	\$8.00	\$8.00
3-4 hrs	Non statutory	Per hour	\$16.00	\$16.00
4-5hrs	Non statutory	Per hour	\$24.00	\$24.00
5-6hrs	Non statutory	Per hour	\$32.00	\$32.00
6hrs+	Non statutory	Per hour	\$40.00	\$40.00
Lost Ticket	Non statutory	Per ticket	\$40.00	\$40.00
Rooftop Car Parking Wednesday and Friday Market Days				
0-1 hrs	Non statutory	Per hour	\$0.00	\$0.00
1-2 hrs	Non statutory	Per hour	\$0.00	\$0.00
2-3 hrs	Non statutory	Per hour	\$8.00	\$8.00
3-4 hrs	Non statutory	Per hour	\$16.00	\$16.00
4-5hrs	Non statutory	Per hour	\$24.00	\$24.00
5-6hrs	Non statutory	Per hour	\$32.00	\$32.00
6hrs+	Non statutory	Per hour	\$40.00	\$40.00
Lost Ticket	Non statutory	Per ticket	\$40.00	\$40.00
Rooftop Car Parking on Non-Market Days (Mon, Tues, Thurs)				
0-1 hrs	Non statutory	Per hour	\$2.00	\$2.00
1-2 hrs	Non statutory	Per hour	\$4.00	\$4.00
2-3 hrs	Non statutory	Per hour	\$6.00	\$6.00
3-4 hrs	Non statutory	Per hour	\$8.00	\$8.00
4-5hrs	Non statutory	Per hour	\$10.00	\$10.00
5-6hrs	Non statutory	Per hour	\$12.00	\$12.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
6hrs+	Non statutory	Per hour	\$15.00	\$15.00
Lost Ticket	Non statutory	Per ticket	\$15.00	\$15.00

Well Governed

Asset and property management

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Peppercorn rent	Non statutory	Per annum	\$104.00	\$104.00
Hall Hire				
St Kilda Town Hall – Auditorium Hire				
St Kilda Town Hall - Auditorium - Community Hire - Off Peak Monday - Thursday	Non statutory	Per day	\$940.00	\$975.00
St Kilda Town Hall - Auditorium - Community Hire - Peak Friday to Sunday	Non statutory	Per day	\$1,250.00	\$1,300.00
St Kilda Town Hall - Auditorium - Standard Hire - Peak Friday to Sunday	Non statutory	Per day	\$3,100.00	\$3,200.00
St Kilda Town Hall - Auditorium - Standard Hire - Off Peak Monday - Thursday	Non statutory	Per day	\$1,900.00	\$1,970.00
St Kilda Town Hall - Auditorium - Community Hire (Hourly Rate Min 4 hours) Off Peak Monday - Thursday	Non statutory	Per hour	\$95.00	\$97.50
St Kilda Town Hall - Auditorium - Community Hire (Hourly Rate Min 4 hours) Peak Friday to Sunday	Non statutory	Per hour	\$122.00	\$130.00
St Kilda Town Hall - Auditorium - Standard Hire (Hourly Rate Min 4 hours) Off Peak Monday - Thursday	Non statutory	Per hour	\$185.00	\$190.00
St Kilda Town Hall - Auditorium - Standard Hire (Hourly Rate Min 4 hours) Peak Friday - Sunday	Non statutory	Per hour	\$310.00	\$320.00
St Kilda Town Hall - Kitchen - Standard/Community per day	Non statutory	Per day	\$500.00	\$500.00
Port Melbourne Town Hall – Auditorium (including kitchen)				

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Port Melbourne Town Hall - Auditorium - Community Hire (Daily Rate) Off Peak Monday – Thursday	Non statutory	Per day	\$610.00	\$630.00
Port Melbourne Town Hall - Auditorium - Community Hire (Daily Rate) Peak Friday to Sunday	Non statutory	Per day	\$610.00	\$630.00
Port Melbourne Town Hall - Auditorium - Standard Hire (Daily Rate) Off Peak Monday – Thursday	Non statutory	Per day	\$970.00	\$1,000.00
Port Melbourne Town Hall - Auditorium -Standard Hire (Daily Rate) Peak Friday to Sunday	Non statutory	Per day	\$970.00	\$1,000.00
South Melbourne Town Hall – Auditorium (including kitchen)				
South Melbourne Town Hall - Auditorium -Standard Hire Peak Friday to Sunday	Non statutory	Per day	\$1,500.00	\$1,560.00
South Melbourne Town Hall - Auditorium - Standard Hire Off Peak Monday - Thursday	Non statutory	Per day	\$760.00	\$790.00
Meeting Rooms				
St Kilda Town Hall – Meeting Rooms				
St Kilda Town Hall - All Meeting Rooms - Community Hire - (non-peak before 9am & after 5pm Monday -Thursday)	Non statutory	Per hour	\$13.50	\$14.00
St Kilda Town Hall - All Meeting Rooms - Community Hire - (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	Non statutory	Per hour	\$51.00	\$52.00
St Kilda Town Hall - Council Chamber - Community Hire - (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	Non statutory	Per hour	\$51.00	\$52.00
St Kilda Town Hall - Council Chamber - Standard Hire	Non statutory	Per hour	\$195.00	\$200.00

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
St Kilda Town Hall - Wominjeka Reception - Standard Hire	Non statutory	Per hour	\$195.00	\$200.00
St Kilda Town Hall - Training Room - Standard Hire	Non statutory	Per hour	\$127.00	\$130.00
St Kilda Town Hall - St Kilda Room - Standard Hire	Non statutory	Per hour	\$102.00	\$105.00
St Kilda Town Hall - Gunuwarra Room - Standard Hire	Non statutory	Per hour	\$127.00	\$130.00
St Kilda Town Hall - Ngargee Room - Standard Hire	Non statutory	Per hour	\$127.00	\$130.00
St Kilda Town Hall - Nairm Room - Standard Hire	Non statutory	Per hour	\$102.00	\$105.00
St Kilda Town Hall - Port Melbourne Room Standard Hire	Non statutory	Per hour	\$102.00	\$105.00
Meeting Rooms - Port Melbourne Town Hall				
Port Melbourne Town Hall - Council Chamber- Community Hire (non-peak before 9am & after 5pm Monday -Thursday)	Non statutory	Per hour	\$13.50	\$14.00
Port Melbourne Town Hall - Council Chamber - Community Hire (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	Non statutory	Per hour	\$51.00	\$52.00
Port Melbourne Town Hall - Mayors Room - Community Hire - (non-peak before 9am & after 5pm Monday -Thursday)	Non statutory	Per hour	\$13.50	\$14.00
Port Melbourne Town Hall - Mayors Room - Community Hire - (peak 9am - 5pm Monday - Thursday & 24hr Friday - Sunday)	Non statutory	Per hour	\$51.00	\$52.00
Port Melbourne Town Hall - Council Chamber - Standard Hire	Non statutory	Per hour	\$127.00	\$130.00
Port Melbourne Town Hall - Mayors Room - Standard Hire (Hourly Rate)	Non statutory	Per hour	\$102.00	\$105.00
Meeting Rooms - South Melbourne Town Hall				
South Melbourne Town Hall - Meeting Rooms - Community Hire	Non statutory	Per hour	\$51.00	Not available for hire

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
South Melbourne Town Hall – Meeting Rooms – Community Hire	Non statutory	Per day	\$225.00	Not available for hire
South Melbourne Town Hall – Meeting Rooms – Standard Hire	Non statutory	Per hour	\$102.00	Not available for hire
South Melbourne Town Hall – Meeting Rooms – Standard Hire	Non statutory	Per day	\$460.00	Not available for hire
Staff labour (per hour)				
Duty Officer Fees – Monday – Thursday	Non statutory	Min. 3hrs	\$43.00	\$45.00
Duty Officer Fees – Friday, Saturday & Sunday	Non statutory	Min.3 hrs	\$74.00	\$78.00
Duty Officer Fees – Public Holidays	Non statutory	Min.3 hrs	\$90.00	\$95.00
Security Guard Fees – Public Holidays	Non statutory	Min. 3hrs	\$86.50	\$90.80
Security Guard Fees – Monday – Sunday	Non statutory	Min. 3hrs	\$57.00	\$60.50
Security Bond – Community Hire	Non statutory	Bond	\$1,000.00	\$1,000.00
Security Bond – Standard Hire	Non statutory	Bond	\$2,000.00	\$2,000.00

Note: A full fee waiver on Community Centre hire will be considered for not-for-profit groups run by their own committee who primarily meet to provide social connections and can demonstrate that over 65 per cent of their members are aged over 65 and reside within the City of Port Phillip.

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Road Management Infringements				
Conducting works in, on, under or over a road without written consent (section 63) – Natural Person (3 Penalty Units)	Statutory	Per infringement	\$554.80	\$574.20*
Conducting works in, on, under or over a road without written consent (section 63) – Body Corporate (15 Penalty Units)	Statutory	Per infringement	\$2,773.80	\$2,870.90*
Failure to comply with clause 13 of Schedule 7 (section 64) – Natural Person (2 Penalty Units)	Statutory	Per infringement	\$369.80	\$382.80*
Failure to comply with clause 13 of Schedule 7 (section 64) – Body Corporate (5 Penalty Units)	Statutory	Per infringement	\$924.60	\$957.00*
Arterial Road (Minor Works) not on roadway	Statutory	Per infringement	\$145.30	\$150.30*
Arterial Road (Minor Works) on roadway	Statutory	Per infringement	\$244.60	\$253.20*
Arterial Road (Works) on roadway	Statutory	Per infringement	\$660.50	\$683.60*
Municipal/Non-Arterial (Minor Wks) not on roadway	Statutory	Per infringement	\$91.70	\$95.00*
Municipal/Non-Arterial StateRd (Minor Wks) on road	Statutory	Per infringement	\$142.20	\$147.20*
Municipal/Non-Arterial-Speed >50 (Works)not onroad	Statutory	Per infringement	\$359.30	\$371.90*
Municipal/Non-Arterial – Speed >50 (Works) on road	Statutory	Per infringement	\$659.00	\$682.10*

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Municipal/Non-Arterial-Speed<=50(Works) not roadway	Statutory	Per infringement	\$91.70	\$95.00*
Municipal/Non-Arterial-Speed<=50(Works) on roadway	Statutory	Per infringement	\$359.30	\$971.90*

Finance and *project management*

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Rates				
Land Information Certificates	Statutory	Per copy	\$27.80	\$28.80*
Urgent Land Information Certificates	Statutory	Per copy	\$102.00	\$105.60*
Reprint of prior years' rates notice	Non statutory	Per reprint	\$12.50	\$13.00
Financial management				
Dishonoured cheques	Non statutory	Per transaction	\$22.40	\$23.20
Merchant surcharge - American Express	Non statutory	Per transaction	0.65%	0.60%
Merchant surcharge - EFTPOS and Debit cards	Non statutory	Per transaction	0.59%	0.55%
Merchant surcharge - Visa/ Mastercard Credit cards	Non statutory	Per transaction	1.16%	1.10%

Governance

Description	Fee type	Unit of Measure	2022/23 Fee (incl. GST if applicable)	2023/24 Fee (incl. GST if applicable)
Freedom of Information				
Freedom of Information requests (excluding photocopying charges)	Statutory	Per request	\$30.60	\$30.60*
Photocopying A4 - black and white	Statutory	Per copy	\$0.20	\$0.20*
Photocopying A4 - colour	Statutory	Per copy	\$1.00	\$1.00*
Search Fees	Statutory	Per hour	\$22.90	\$22.90*



Measuring Performance

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Legend:  favourable trend,  neutral impact to trend,  unfavourable trend

Targeted Performance Indicators – Service

Indicator	Measure	Note	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Trend
Governance Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	54	54	55	55	55	55	
Roads Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	95.48%	94%	95%	95%	95%	95%	

Indicator	Measure	Note	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Trend
Statutory Planning Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	45.12%	65%	65%	65%	65%	65%	↑
Waste Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	32.54%	35%	40%	45%	50%	55%	↑

Notes to indicators:

1. Satisfaction with community consultation and engagement – Council has strengthened its approach to community engagement by fine-tuning internal processes and procedures. The target of 55% in 2023/24 allows time to stabilise our processes to meet community expectations. The targets for future years will be reviewed in 2023/24.
2. Sealed local roads below the intervention level – Sealed local roads include our laneway network and approximately 92 per cent of these laneways are constructed with bluestones. Repair and reconstruction of these old bluestone laneways are more resource intensive. As of 31 December 2022, the percentage of sealed local roads maintained to condition standards was 94%. It is expected that the condition standard of the sealed local road network will be maintained or increased with the maintenance works planned in 2023/24.
3. Planning applications decided within the relevant required time – The target is aimed at delivering planning outcomes supporting well-designed, sustainable, safe development that protects heritage and neighbourhood character and maximises community benefit.
4. Kerbside collection waste diverted from landfill – In January 2023, Council commenced the roll out of Food Organics and Garden Organics (FOGO) service. This has increased the waste diversion from landfill rates from 31.7% in November to 39.5% in February and similar results are forecasted for the second half of 2022/23. It is also expected to see a higher waste diversion rates in 2023/24 with the expansion of community drop off points, roll out of FOGO service for apartments and proposed changes to the garbage bin collection frequency. The targets for future years will be reviewed in 2023/24.

Targeted Performance Indicators – Financial

Indicator	Measure	Note	Actual Forecast Budget Projections												Trend
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
Liquidity															
Working Capital	Current assets / current liabilities	1	390%	376%	316%	271%	215%	187%	192%	200%	210%	217%	224%	230%	↓
Obligations															
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	2	100%	112%	210%	196%	134%	187%	137%	131%	127%	127%	133%	133%	↓
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue	3	60%	58%	57%	58%	59%	59%	59%	60%	60%	60%	61%	61%	→
Efficiency															
Expenditure level	Total expenses / no. of property assessments	4	\$ 2,892	\$ 3,138	\$ 3,209	\$ 3,297	\$ 3,320	\$ 3,357	\$ 3,378	\$ 3,429	\$ 3,489	\$ 3,530	\$ 3,590	\$ 3,649	↓

Notes to indicators:

1. **Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to remain at an acceptable level over the period.
2. **Asset renewal** – This percentage indicates the extent of Council’s renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure is required to renew assets.
3. **Rates concentration** – Reflects extent of reliance on rate revenues to fund all of Council’s ongoing services. Trend indicates Council will become more reliant on rate revenue to all other sources.
4. **Expenditure Level** – Reflects the total expenses of council per number of property assessments. Noting that Council experiences growth in both number of properties and service levels.

Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives. The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Note	Forecast Budget Projections											Trend
			2022/23	2023/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	
Operating Position														
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	0.1%	1.3%	1.5%	1.3%	1.6%	2.5%	2.6%	2.6%	3.1%	3.2%	3.4%	↑
Liquidity														
Unrestricted cash	Unrestricted cash / current liabilities		137.0%	134.4%	123.5%	103.6%	78.0%	84.8%	95.5%	106.4%	115.2%	123.9%	132.1%	↑
Obligations														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	→
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	→
Indebtedness	Non-current liabilities / own source revenue		1.2%	1.3%	1.6%	1.5%	1.5%	1.5%	1.4%	1.4%	1.4%	1.4%	1.4%	→
Stability														
Rates effort	Rate revenue / property values (CIV)		0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	→
Efficiency														
Revenue level	General rates and municipal charges / no. of property assessments	3	\$ 1,675	\$ 1,738	\$ 1,778	\$ 1,816	\$ 1,854	\$ 1,893	\$ 1,932	\$ 1,969	\$ 2,007	\$ 2,047	\$ 2,088	↑

Notes to indicators:

1. ***Adjusted underlying result*** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The underlying result is forecast as low in 2022/23 largely due delays in delivering the project portfolio due to COVID-19 and ongoing sector wide construction delays.
2. ***Debt compared to rates*** – Council has the capacity to use debt to respond to financial risks over the period however no borrowings are currently planned
3. ***Revenue level*** – Trend reflects the forecast rates cap increase in future years. Excludes revenue generated by the Waste Charge which recovers direct waste costs.

Sustainable capacity indicators

The prescribed sustainable capacity indicators provide information that highlights our capacity to meet the needs of our communities and absorb foreseeable changes and unexpected shocks into the future.

Indicator	Measure	Note	Forecast Budget Projections											Trend
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
Sustainability Capacity														
Population	Total expenses/ Municipal population		\$ 2,015	\$ 2,024	\$ 2,044	\$ 2,052	\$ 2,060	\$ 2,063	\$ 2,086	\$ 2,115	\$ 2,128	\$ 2,150	\$ 2,170	➔
Population	Value of infrastructure / Municipal population		\$ 6,954	\$ 6,936	\$ 6,931	\$ 6,951	\$ 6,984	\$ 7,029	\$ 7,088	\$ 7,145	\$ 7,190	\$ 7,228	\$ 7,263	➔
Population	Municipal population / Kilometres of local roads	1	450	463	475	485	495	504	513	521	531	541	552	⬇️
Own-source revenue	Own source revenue / Municipal population		\$ 1,921	\$ 1,955	\$ 1,982	\$ 1,985	\$ 1,998	\$ 2,020	\$ 2,045	\$ 2,075	\$ 2,098	\$ 2,124	\$ 2,149	➔
Recurrent grants	Recurrent grants / Municipal population		\$ 95	\$ 96	\$ 94	\$ 95	\$ 95	\$ 95	\$ 96	\$ 97	\$ 97	\$ 97	\$ 98	➔

Notes to indicators:

1. **Municipal population / Kilometres of local roads** - As population increases, with no capacity for additional roads within the municipality we will likely see greater road congestion.

Glossary

Term	Definition
Act	<i>Means the Local Government Act 2020</i>
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from sources other than grants and non-monetary contributions.
Adjusted underlying surplus (or deficit)	The adjusted underlying surplus (or deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of the Council which excludes the masking of the net surplus (or deficit) by capital-related revenue.
Annual budget	Plan under Section 94 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.
Annual report	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to beneficiaries.
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Asset upgrade expenditure	Expenditure that: <ul style="list-style-type: none"> (a) enhances an existing asset to provide a higher level of service or (b) increases the life of the asset beyond its original life.

Term	Definition
Australian Accounting Standards	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for Corporations law entities under s296 of the <i>Corporations Act</i> 2001. They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
Balance sheet	The balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year. The balance sheet should be prepared in accordance with the requirements of AASBI01 Presentation of Financial Statements and the Local Government Model Financial Report.
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed, and future requirements monitored.
Budget	means a plan setting out the services and initiatives to be funded for the financial year and the subsequent three financial years and how they will contribute to achieving the strategic objectives specified in the council plan
Budget preparation requirement	Under section 94 of the Act, a Council is required to prepare and adopt an annual budget by 30 June each year for the next financial year and subsequent 3 financial years.
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works program	The budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
Carry forward capital works	Carry forward capital works (also referred to as ' <i>Project Deferrals</i> ') are those that are incomplete in the current budget year and will be completed in the following budget year.

Term	Definition
Comprehensive income statement	The comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.
Council Plan	Means a Council Plan prepared by Council under Section 90 of the <i>Local Government Act 2020</i> . This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework.
Department of Jobs, Skills, Industry and Regions	Local Government Victoria is part of the Department of Jobs, Skills, Industry and Regions.
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes.
External influences in the preparation of a budget	Matters arising from third party actions over which Council has little or no control e.g., Change in legislation.
Financial Plan	Means a plan of the financial and non-financial resources for at least the next ten years required to achieve the Council Plan and other strategic plans of Council. The Financial Plan defines the broad fiscal boundaries for the Council Plan, Asset Plan, other subordinate policies and strategies and budget processes
Financial Statements	<p>Part 4 of the Act requires the following documents to include financial statements:</p> <ul style="list-style-type: none"> - Budget - Annual Report <p>The financial statements to be included in the Budget include:</p> <ul style="list-style-type: none"> - Comprehensive Income Statement - Balance Sheet - Statement of Changes in Equity - Statement of Cash Flows - Statement of Capital Works <p>The financial statements must be in the form set out in the Local Government Model Financial Report.</p>

Term	Definition
Financial sustainability	Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity and borrowings not falling within the definition of cash.
Four-way budgeting methodology	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	Non-current property, plant and equipment excluding land.
Infrastructure strategy	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented, and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation, then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Internal influences in the preparation of the budget	Matters arising from Council actions over which there is some element of control (e.g., approval of unbudgeted capital expenditure).
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Key assumptions	When preparing a balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Legislative framework	The Act, Regulations and other laws and statutes which set a Council's governance, planning and reporting requirements.

Term	Definition
Local Government (Planning and Reporting) Regulations 2020	Regulations, made under Section 325 of the Act prescribe: (a) The content and preparation of the financial statements of a Council (b) The performance indicators and measures to be included in a budget, revised budget and annual report of a Council (c) The information to be included in a Council Plan, Financial Plan , budget, revised budget and annual report.
Local Government Model Financial Report	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.
Local Road	"Local Road" means a sealed or unsealed Road for which the council is the responsible Road authority under the <i>Road Management Act 2004</i>
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist.
Non-financial resources	Means the resources other than financial resources required to deliver the services and initiatives in the budget.
Non-recurrent grants	Means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's long-term budget.
Operating activities	Operating activities means those activities that relate to the provision of goods and services.
Operating expenditure	Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.
Operating revenue	Operating revenue is defined as inflows or other enhancements or savings in outflows of future economic benefits in the form of increases in assets or reductions in liabilities and that result in an increase in equity during the reporting period.
Own-source revenue	Means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).

Term	Definition
Performance statement	Means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Project Deferrals	Project Deferrals (also referred to as ' <i>Carried Forward Capital Works</i> ' – for capital projects) are those projects that are incomplete in the current budget year and will be completed in the following budget year.
Rate structure (Rating information)	Site value (SV), capital improved value (CIV) or net annual value (NAV) are the main bases upon which rates will be levied. These should be detailed in the budget statement.
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum or rate levels and increases from year to year are made as part of Council's long term financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	Local Government (Planning and Reporting) Regulations 2020.
Restricted cash	Cash and cash equivalents, within the meaning of AAS, that are not available for use other than a purpose for which it is restricted and includes cash to be used to fund capital works expenditure from the previous financial year.
Revised budget	The revised budget prepared by a Council under Section 98 of the Act. Section 98 of the Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
Road Management Act	The purpose of this Act which operates from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the Local Government Act 2020

Term	Definition
Services, Initiatives and Major Initiatives	<p>Section 94 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan. The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives means actions that are once-off in nature and/or lead to improvements in service.</p> <p>Major initiatives mean significant initiatives that will directly contribute to the achievement of the council plan during the current year and have major focus in the budget.</p>
Statement of capital works	<p>The statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The statement of capital works is prepared in accordance with the Local Government Model Financial Statements.</p>
Statement of Capital Works	<p>Means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance with the model statement of capital works in the Local Government Model Financial Report.</p>
Statement of cash flows	<p>The statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of a reconciliation between the opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.</p>

Term	Definition
Statement of changes in equity	The statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The statement of changes in equity should be prepared in accordance with the requirements of AASB 101 Presentation of Financial Statements and the Local Government Model Financial Report.
Statement of Human Resources	Means a statement which shows all Council staff expenditure and the number of full-time equivalent Council staff.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
Valuations of Land Act 1960	The Valuations of Land Act 1960 requires a Council to revalue all rateable properties every two years. Valuations of Land Act- Section 11